

Sales Management

Distributors on the Way Out? I Don't Believe It!

BY J. J. NANCE

Vice-President and Director of Sales, Zenith Radio Corporation



Top Management's Stake in a Sound Sales Training Program

BY WILLIAM RADOS

Secretary-Treasurer, National Society of Sales Training Executives



Department Store Chains: Potential Post-War Market for You?

BY JAMES C. CUMMING

John A. Cairns & Company



This Man has Heard More Radio Programs than Anyone Else in the World

HHe listens to NBC radio programs eight hours a day, five days a week. And he's been doing it for sixteen years. Out in Port Washington, Long Island, where WEAJ, key station of the National Broadcasting Company, has its towering transmitters, he and another engineer report for work every morning. By the time the first program is ready to go on the air, they have checked a hundred dials and controls and instruments.

Then they start listening. Listening not as you and I do, but with a *feel* for sound. The slightest irregularity in transmission, the minutest deviation from the exact volume set for it, is detected by the expert ears of these men even before it is indicated on the dials. They correct it instantly.

It is the job of these two men, and the two who

replace them on the second shift, to just sit there and "listen to it perk." It is lonely, tiring, unexciting work. Yet it has to be done to assure the most perfect reception possible in the homes of the millions of listeners who tune to NBC all through the day.

So it's no accident that one of these four NBC engineers has been on the job for 16 years, and another for 15 years. It's no accident that even in this routine, little-known, inconspicuous phase of broadcasting, NBC is aimed for perfection.

For it is the NBC credo that no job in broadcasting is too small not to be done perfectly. This painstaking attention to every detail, this uncompromising insistence on achieving broadcasting at its best throughout, are some of the things that make NBC "The Network Most People Listen to Most."



—The **National Broadcasting Company**

America's No. 1 Network—A SERVICE OF RADIO CORPORATION OF AMERICA

one

does it—in Philadelphia

One newspaper is invited into 4 out of 5 Philadelphia homes daily for an intimate family visit. *One newspaper* gives home coverage that no other newspaper can match in a major metropolitan market. To advertisers this means *one newspaper* reaches one of the biggest concentrations of buying power in the country. *One newspaper* — and that newspaper is The Philadelphia Evening Bulletin. (Circulation over 600,000.)

In Philadelphia—nearly everybody reads The Bulletin



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JANUARY 1, 1944

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Sales Management

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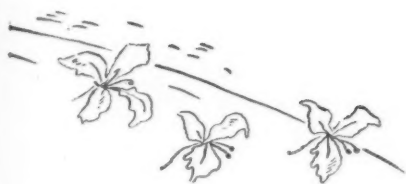
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Out a 26-Gun Salute

THE PROGRAM END OF RADIO

O—To all Organ players and all "Off-stage" voices. Also the OWI

P—To all Production men and Assistant Production men

Q—To all Quiz shows and all Quiz masters and all Quiz Kids and Quartets and Quintets (and all people in a Quandary)

R—To all Radio dramatists and Radio Review writers

S—To all Sponsors, Symphony Orchestras, Sound Effects Men and Sports Commentators

T—To all Trombone players

U—To U and U and U and U—all of U (also to the Unions)

V—To all Vocalists and all "Voice 1—Voice 2" players

W—To all Writers of program presentations

who help salesmen sell programs that entertain the listeners

X—To all Xylophone players

Y—To all Yodelers

Z—To all Zither players (we are not sure that there are Zither players on the air—but we don't want to miss anybody)

To all You People on the Program Side of Radio, we of The Blue Network want to pay this sincere tribute. Yours are the hearts and the hands—the work and the voices—the devotion and the integrity—which go to make all the programs on all the networks and stations—the programs which are doing so much to entertain and instruct America—and which have contributed so much to what America is and to the fight to keep America that way.

We salute you.

The Blue Network



A Guide to Capers

Ten years ago Dora Zarovich, an architect living in Prague, wanted to buy a present for her little nephew during a three-day holiday when the stores were closed. So she created a stuffed dog for the child. The dog was such a success that other people asked for copies. Without telling her, a woman entered one of the copies in a needlework exhibit, and a newspaper published a photograph of it. Soon the fame of the Zarovich stuffed toys spread to such an extent that she had a thriving toy business on her hands.

Four years ago Dora, and her husband, Joseph Zarovich, came to America. In Austria Mr. Zarovich had been in the motion picture business, but an investigation of the American economic scene convinced him that there would be a better future here, for himself and his wife, in toys. They started their business three years ago, and now they have two workrooms in New York City, employing more than 100 persons. They turn out more than 3,000 dozen toys a month.

Mrs. Zarovich is the designer. She visits the Bronx Zoo at least once a week to get ideas and to brush up on the anatomy of animals. Mr. Zarovich handles the commercial end of the business, applying to it the same flair of showmanship which he used in his motion picture work.

Dorzar Studios, as the business is called, turn out two lines of toys. One of these consists of washable animals. They retail at prices ranging from \$1.25 to \$3 apiece. Then there is a line of furred animals, retailing at \$10 to



Although their mothers prefer lambs, the kiddies crave canine cuddlers.

\$15 apiece. For these only fresh skins are used. Distribution is nationwide, chiefly through department stores.

One thing which impressed Mrs. Zarovich about America was the popularity of big toys. "Everything is vastness in America," she remarked. "In Europe we go by the quarter-pound. Here you have terrific ideas about everything. Right away the children grasp the big things. They want big dolls—as big as they are themselves."

The studio is concentrating on Scotties in its line of furry toys, because children seem to prefer dogs. Their mothers prefer lambs, and don't care much for cats, but the children like cats. The Dorzar line includes many kinds of animals, zebras, elephants, pigs, bears, donkeys. The animals have cute facial expressions, and their postures are lifelike and suggest motion.

Though promotion of Dorzar toys thus far has been confined chiefly to advertising in business papers, news of the line has spread, and newspapers and magazines have published articles about the toys. Nancy Craig, WJZ-Blue Network commentator, recently related a lively story of her visit to the studio, including this report: "Everything is done by hand, and it takes eleven operations to complete each individual toy. It's amusing to see a little tail flopped dejectedly in a heap; you almost expect its owner to come plunging after it; or to see a very demure little dog minus eyes or a mouth, having its legs, fringe whiskers and fuzzy tail set on, and suddenly seeing it set foot in the beautiful world like a wide-eyed canine, after its eyes and mouth are set in."

Lithos for War Bonds

That the managements of public-spirited firms endeavor to get their employees to buy War Bonds, is taken for granted. We hear less about the equally praiseworthy efforts many companies are making to induce their customers to buy War Bonds.

One of the most interesting of such projects is that of Fuchs & Lang Mfg. Co., a division of General Printing Ink Corp., New York City.

Fuchs & Lang, established in 1870, is in the lithographic ink and supply business. For fifty years its executives have been collecting examples of good lithographic art. Their collection of 2,000-odd specimens comprises Currier & Ives, Pennells, original Senefelders, an original Rembrandt Peale lithograph, a block of 400 unperforated and ungummed early lithographed stamps valued at \$10,000, a series of Audubon quadrupeds, etc.

Several years ago the management decided to share the cream of its collection—some 400 pieces—with its friends, by exhibiting them in a large gallery in the offices of General Printing Ink Corp., at 100 Sixth Avenue, New York City. This winter the management decided to give members of its industry—lithographic firms—opportunities to obtain possession of most of the pieces in its collection gratis—in return for buying War Bonds.

The size of the War Bond one must buy to get a given specimen varies with the valuation put upon the specimen by Milton Bernstein, an authority on prints. His method of assessment is not that of putting specific dollar values on the art in the collection, but of specifying that a given lithograph will go to someone buying a \$25 War Bond, while another can be obtained by buying a \$1,000 Bond.

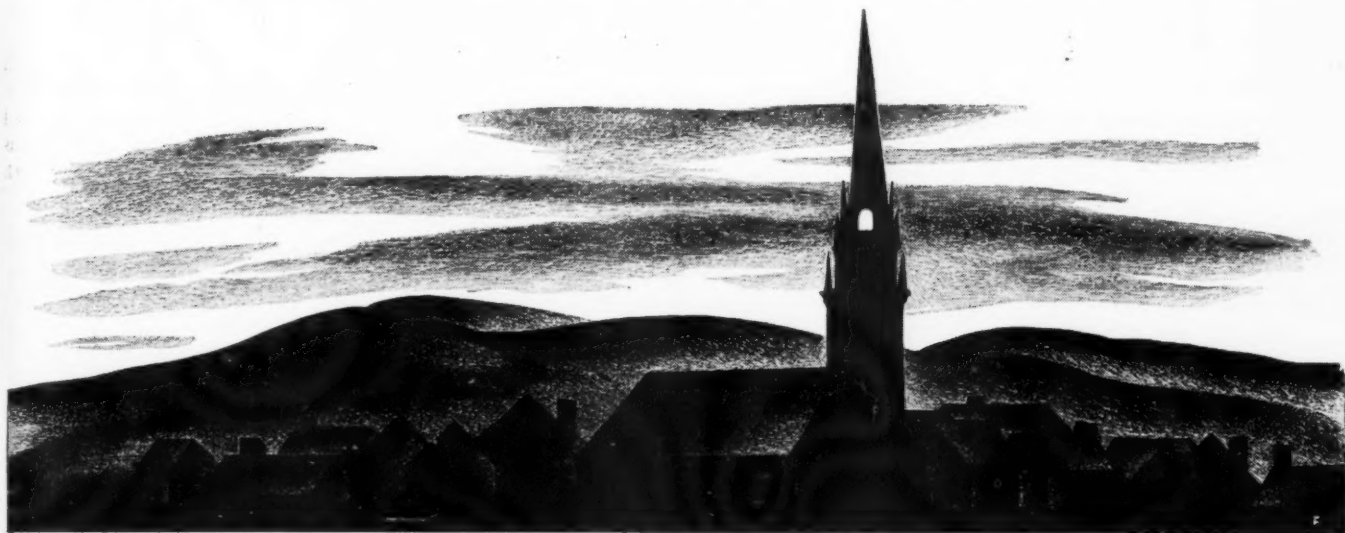
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*"One if by Land . . ." "Ye lanterne
sped its memorable messgae to ye few Patriots*

waitynge on ye far bank of River Charles . . ."

Progreff in ye Land of ye Pilgrims now means that today,
not only *Charlestown*, but hundreds of busy New England communities are



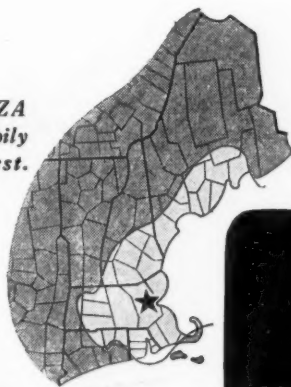
simultaneously reached, message-wise, over one microphone—through the

WBZ & WBZA combination. . . 50,000 watts stemming out from

Boston . . with an extra 1000 from Springfield . . bring NBC Star-studded
programs to all of industrial, and most of rural, New England. . . Certain

times are available for *your* sales-messages. Act now, through NBC Spot
Sales—New York, Chicago, Hollywood.

*A new WBZ & WBZA
Coverage Map happily
furnished on request.*



WESTINGHOUSE RADIO STATIONS Inc

WOWO • WGL • WBZ • WBZA • KYW • KDKA • REPRESENTED NATIONALLY BY NBC SPOT SALES
JANUARY 1, 1944

SITTIN' PRETTY

**with 10 BILLION dollars in prime
WAR CONTRACTS.**

*New Jersey ranks 5th among the states.
WPB Region #2 (total New York and
Northern New Jersey) ranks FIRST
among the 12 WPB regions.*

*The NEWARK AREA (six counties)
RANKS THIRD among the 119 industrial
areas of America.*

*... and has MORE THAN A THIRD of
the contracts let in Region #2.*

The NEWARK EVENING NEWS
*is your basic sales contact in wartime
ABC NEWARK.*



The sale, announced for January 15th or thereabouts, will be open at first only to members of the lithographic industry. If there are any pieces left over, it is possible that the general public will have a crack at them—on the same basis of buying a War Bond to get an item.

What Is a Bloose?

You may know what a twerp is. You may know what a jerk is. But do you know a Bloose when you see one?

For your information, please, a Bloose is a BLind gOOSE—or, in the words of Rumford Chemical Works, Rumford, R. I., "a woman who hasn't tried Rumford baking powder."

And the Bloose is only the first of a series of cross-bred animal names teasing the curiosity of housewives in newspaper ads throughout the country. Rumford has concocted for this campaign a number of I.Q.—tickling nicknames for animals and birds, thus cashing in on the current fad for coining words. Bold white-on-black animal cartoons and provocative questions lead into fast-moving copy which tells the Rumford story in less than a dozen lines.

For example, there's the Drodile—"A DRY-eyed croc-ODILE; sheds no tears over rationing because there is no shortage of flour or Rumford."

... and after you try
that one, see what
you can do with a
Drodile, a Jibbit, a
Burkey, a Nonchel,
and a Smuppy!

WHAT IS A BLOOSE?



A BLind gOOSE; or a woman
who hasn't tried Rumford. Wise
ones know that Rumford—the
all-phosphate double-acting
baking powder—makes perfect
baking doubly sure.

And then there's the Jibbit—"A Jlttery raBBIT; or one who buys only the best and is afraid something will happen to her baking. She insists on Rumford baking powder because it contains no alum, leaves no bitter taste."

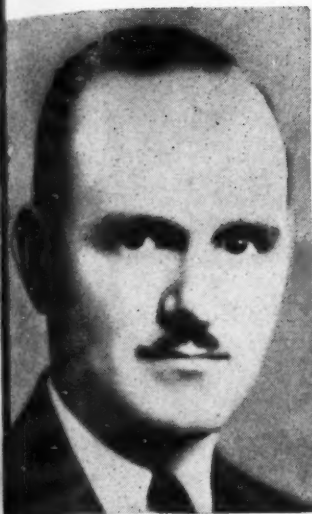
And what about the Burkey?—"A BRIGHt tURKEY; or one who likes to talk turkey about nutrition and is bright enough to discover Rumford."

Just for further edification, the Nonchel—a NONCH-alant camEL, the Smuppy—a SMart pUPPY, the Knat—a KNOWing cAT, the Burry—a Bear in a hURRY, the Thish—a THINKing FISH, the Foolock—a FOOLish peacOCK, and the Theer—a THoughtful dEER, also appear in the parade of the Bloose series on behalf of Rumford baking powder. And brief though they may be, the ads stress all the selling features of the product, in a fresh, easy-to-read, palatable manner.

As a parting shot, the campaign offers to busy wartime bakers a free recipe folder—"Time Savers."

Stanley H. Manson, sales promotion manager and executive secretary, Stromberg-Carlson Company, Rochester, N. Y., will head up the company's recently organized public relations department.

J. A. Proven has been appointed general sales manager, Sterling Tool Products Co., Chicago. Mr. Proven was formerly regional manager of the Los Angeles office of the Victor Adding Machine Co.



MANSON



FUNDERBURG



MACHIN



PROVEN

W. H. Funderburg has been elected a vice-president of the Continental Can Co., Inc., New York City, in full charge of all sales. Mr. Funderburg formerly had charge of company's packers' can sales.

J. Allan Machin has been appointed general sales manager, W. O. Barnes Company, Detroit, Mich. Mr. Machin formerly was associated with Alexander Brothers, Philadelphia, as the general sales manager.

NEWS REEL

Howard P. Warren has been elected president of the Minute Tapioca Co., Inc., Orange, Mass., a subsidiary of General Foods Corp., New York. Mr. Warren, who has been with the company since 1919, was formerly vice-president and general manager.

Victor P. Strite has been made general sales manager, Gem Star and Ever-Ready Divisions, American Safety Razor Corp., Brooklyn, N. Y. Mr. Strite for the past twelve years has been Pacific Coast sales supervisor, with headquarters in San Francisco.

Otis C. Dowdy has been appointed state manager of the Texas Sales Organization of William Jameson & Company Division, Seagram-Distillers Corp. He formerly was with Seagram-Distillers Texas organization, serving as assistant state manager.

Federick Keller has been named general sales manager of the Edward Katzinger Co., Chicago, and all of its American subsidiaries. He formerly was vice-president and general sales manager of Peerless Novelty Company, Grand Haven, Michigan.



WARREN



STRITE



DOWDY



KELLER

BRAWN'S



The **American**
Magazine

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending January 1, 1944

Reconversion Has Started

NO QUICK ENDING OF THE WAR is predicted by any important Washington official, but nevertheless the beginning of the end is in sight so far as the production of munitions is concerned. Long before M-Day some war measures were already in effect. Now, long before V-Day, some post-war steps are under way. Contracts are being cancelled right and left. Considerable easing of civilian production is certain in 1944.

But confusion will be the keynote of the months ahead. One of the top officials of the War Production Board explains it in these words: "A definite turn has come in war production. For example, there is a lessening demand by the armed services for certain types of steel, although there is an accelerated demand for certain other types of steel. This steel could be used advantageously in making innumerable consumer items.

"Our surveys show that washing machines are greatly needed especially in areas where laundry service—because of the manpower problem—is slow and inefficient. Right now we could allocate some of the steel for washing machines. But you can't make washing machines of steel casings alone. Every washing machine needs a fractional horse-power motor—and fraction horse-power motors are among the scarce items. So we might just as well not have any steel for washing machines if we don't have any motors.

"This situation is typical of what is going to happen during the next few months in many industries. Then there will be other products where all of the necessary materials may be available but the factories which can turn out those products must be kept busy on war products. *Nothing must be allowed to interfere with the winning of the war.*

"In the winding up of the production machine for war work, the War Production Board worked through industry committees in every field. The unwinding process will be the same. We hope that industry committees in every field can work out practical and equitable methods of reconversion—and we are prepared to follow them so long as they do not hinder our big goal—the winning of the war.

"Reconversion has started, and we expect it to increase slowly each month. Those in charge of post-war production and distribution among the manufacturers of the country should be prepared with plans which they can put into effect *immediately*. There won't be any long warning whistle. The signal to go ahead for a given industry or company may come in five minutes or five weeks or five months—all depending on the course of the war."

The N. A. M. on Selling

THE DECEMBER MEETING of the National Association of Manufacturers was unconventional in two respects: Charles E. Wilson of the War Production Board and General Electric told the members that the right wing reaction was developing in a way which might ruin the country—

and many pages of the report of the N.A.M.'s post-war committee were devoted to post-war distribution of goods and services. It's a man-bites-dog story when an N.A.M. member counsels against going too far to the right or when subjects other than those on production and labor are discussed.

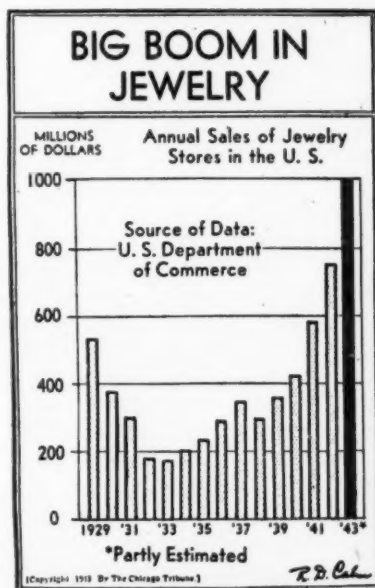
Far too many of the brass hats in industry have been obsessed with the ideas that their engineers, chemists and designers will think up dream products which will sell themselves. It is refreshing to find in their report hard-hitting paragraphs about the need for better thinking and planning on distribution.

The report makes a point which has been relatively neglected in articles and speeches on post-war planning—to the effect that a plant now employing 6,000 people in war production could reduce its personnel to 3,000 when it resumes (for example) washing machine production, yet at the same time provide a livelihood for an equal number of people beyond the shipping platform. This was the pre-war condition, and there is no reason to assume that the formula will be altered. For mass production of consumer durables cannot be maintained without the facilities for mass distribution, which involve transportation, warehousing, display, selling, financing, installation and service. The end of the production line is very much like a fan-like web reaching out hundreds of miles and finding an anchorage in the homes of other workmen. That web supports the production line in the factory and it maintains its stability.

Consumers' Wartime Needs

FIVE THOUSAND FAMILIES in 68 representative localities were interviewed in November by the Office of Civilian Requirements, a division of the WPB, in an effort to determine items which civilians urgently need. Information gathered in this survey will be correlated with inventory figures on raw and semi-finished materials and

Very few jewelers ever expected 1929 sales to be topped—but new highs have been recorded in the last three years, and 1943 sales, partly estimated, will run nearly double those of the boom year.





Most-up-to-date and forward looking of American cities in reconverting municipal services is Burlington, Vermont. To drive home the idea that food shouldn't be wasted, all of the garbage collection trucks in that enterprising city have been relettered as shown in the photograph.

with manpower figures to determine *what* can be made for civilians, *when* and *where*.

The OCR points out that they see no immediate prospect that manpower or machine capacity can be made available to make complicated or elaborate items. This was brought out in earlier paragraphs in connection with washing machines.

"In general, it is the simple, uncomplicated things which can be increased."

This sounds like a good tip for SALES MANAGEMENT readers who have machines and manpower available. Ask the Office of Civilian Requirements, War Production Board, Washington, D. C., for a copy of the survey on "What Shortage Is Bothering You Most?" From the findings, you may get some ideas on items which you might make and distribute with your regular products or in advance of reconversion to your regular products.

The Forgotten One-Tenth

MEN IN THE ARMED SERVICES, especially those who are abroad, do not represent prime sales prospects at *this moment* for the average manufacturer. But *tomorrow* any group of ten million prospects is important, and especially *this group*. What manufacturers do today to lay the groundwork for sound and effective public relations with these men is tremendously important.

Their contact with these men is largely through advertising messages. What do soldiers think of these advertising messages? No over-all survey is available, but scattered bits of evidence indicate that many of these soldiers and sailors are very sour about many advertised products and their makers. A new book called, "Target: Germany" tells a moving and relatively complete story of the Eighth Air Force operating from England. One of the episodes in the book tells of a bomber pilot who was thumbing through an American magazine and ran across a page headed, "Who's Afraid of the Focke-Wulf?" Apparently it was one of those ads which told of a product which a company was making for airplanes and carried the implication that "everything is going to be all right now buddy, for with our gadget used in American planes, the situation is in hand."

The reaction of the pilot was instantaneous. He tore out the page, pinned it up on the bulletin board, and wrote at

the bottom, "I am." Then the group commander signed his name—and so did every last member of the air and ground crew of the group. Those boys were meeting the Focke-Wulf every day; they knew they had damned good reasons for fearing the Focke-Wulf.

In somewhat similar vein Eric Severeid, Columbia Broadcasting System correspondent who is back from the India-China-Burma theatre of operations, reports that the boys over there "are pretty disgusted when they get a gander at some of the ads which reach them via magazines and newspapers.

"They're just kids," said Mr. Severeid, "who for the most part were brought up on such super sales talks and probably always believed in them. Suddenly they are thrown into reality—they realize it's not all that the newspaper ads and commercial radio talks paint. One of their closest buddies might have failed to return from a mission: It is very possible that some slight imperfection in the plane might have been a contributing factor."

Mr. Severeid thinks that advertising copy writers and executives who plan and approve advertising should be forced to take a hop over a Burma jungle in a bomber before writing high pressure ads which go overboard on the invincibility of American production.

Significant Shorts

Ban Lifted on WPB Statistics: Dr. Vergil Reed, head of the statistics division of WPB, has succeeded in lifting the hush-hush ban which has kept figures on production, consumption and stocks of war materials a closed secret. Within the next few days releases will be made on a half-dozen items and approval has been secured on a score of others which will be released at monthly or quarterly intervals. This information will be exceedingly valuable in telling manufacturers where we were, where we went and where we are going. At the end of the last war statistical information of this kind was discontinued shortly after Armistice Day. Marketing executives should insist that it be carried on after *this* war as a continuing series by peacetime bureaus of the Government.

How Tony Applied Statistics: Statistics need not be precise to the last decimal point in order to be valuable, Dr. Reed pointed out in announcing the coming release of WPB figures. He told the story of Tony Fusca, who came over here a few years ago as a penniless immigrant from Italy, and after a few months accumulated enough money to buy a broken down horse and wagon which he used in collecting junk and garbage. He worked hard and saved his money—with the fixed aim of starting a grocery store of his own. As he collected the junk and the garbage, he carefully tore off box tops, wrappers and other identifying insignia from grocery store products, and he carefully stacked them in his furnished room. Three years went by, and with his savings and credit which he secured as a result of becoming known as a hard-working and honest young man, he prepared to start his new venture. His first step was to approach the mountainous pile of labels and to sort them out by types of products and by brand names. After a day's work the floor of his little room was covered with piles of labels—and *the size of the piles told him what to order and what not to order*. Tony had never heard the words "statistics" or "market research" but he knew how to *use* both—and that's more than can be said of many college trained business executives.

PHILIP SALISBURY

SALES MANAGEMENT

Distributors on the Way Out? I Don't Believe It!

A Zenith executive appraises the probable situation in post-war distribution. He finds: No evidence that changes will be radical, no discernible tendency to eliminate distributors. He believes many new methods will develop, but they will be evolutionary.

BY J. J. NANCE

Vice-President and Director of Sales
Zenith Radio Corporation
Chicago

WE are now deep in the greatest war in all history. Because of that fact it follows that the problems of social and economic adjustments back to peacetime operation will be greater than ever faced before. For that reason I am wholeheartedly in favor of post-war planning along a broad front.

But do not overlook this: Planning for peace in wartime is difficult, very difficult. There's something about war, the psychology of war, that is extraordinarily stimulating. Imagination is developed to high levels; ability to think logically is spurred. We achieve startling new heights in production.

Limitations Loom

Yet in spite of all that we find ourselves face to face with limitations. Remember how, right after Pearl Harbor, we glibly forecast our ability to produce as being limitless! We were going to start the production of planes at the rate of 5,000 a month! We were going to step that up to 10,000, to 25,000 and to 50,000 a month! Recall how "one a minute" was the production rate predicted for one plant!

Those were the headlines.

Hard facts, however, quickly began to strike us body blows. We found that there was a limit to our resources in manpower, our abilities to produce and deliver raw materials, to develop and deliver foods. Shortages in other basic commodities developed quickly. Overnight other unforeseen and unexpected problems developed, creating slow-ups and bottlenecks. Rationing became a necessity. We had to resort to expedition. It was all a rather rude awakening to realities. We began to realize our limitations.

I mention these facts as evidence to prove that when conditions are suddenly disjointed and we are abruptly brought face to face with new situa-

tions, we are likely to find ourselves unprepared. Some day peace will return. It may come suddenly. That is why I see a need for post-war planning.

I firmly believe that all human relations, all activities of men, constitute a continuous process. There is no distinct separation of one era from another era except in the arbitrary post-facto chapters of history books. The present is concretely and explicable the result of the past. By the same token, events of tomorrow and the next decade are being determined today.

So we must assume that if we want certain types of post-war experiences, we can definitely contribute toward making them a possibility *by making plans now.*

Going back to the beginning of the war period, the migration to Washington for war orders had hardly begun before articles began to appear in business papers, saying that the old channels of distribution were gone and gone for good. Some sales managers, alert to the possibilities of publicity, began to issue statements to that effect,

very unfairly, in my opinion, adding post-war fears to the worries facing the distributor and dealer struggling with the problem of getting new lines and making changes in operations to enable them to stay in business.

Other sales managers, sensing the negative reaction created in the trade by the above type of statement, rushed into print with "statements of policy" to prove that they were for the distributor; that they contemplated no change in the post-war period, and so on and so on.

Neither side in this argument, it is my belief, said what they really meant to imply. In reality they gave out only statements of *trends* as viewed by those who entered into the general picture. They voiced nothing more than their best judgment of the post-war distribution methods as viewed from where they stood at the moment.

I believe that much of this confusion originated in crackpot crystal-gazing, mislabeled "social planning," which dates back many, many years. It is easy to remember some of these slogans: "Production for Use," "Reduce the Middleman's Profit," "From Each According to his Ability; to Each According to his Needs."

These classroom theorists painted appalling pictures of things as they are and demanded a violent, immediate change to their idyllic dreams of things as they should be. They said, "Mass production has lowered the cost of manufacturing merchandise but we still have terrific and unjustified costs of distribution." They shouted, "That is



THE AUTHOR

J. J. Nance, vice-president of Zenith Radio Corp., Chicago, received his early training in selling with National Cash Register Co. He was associated with General Motors Corp. for twelve years, in various executive capacities, serving consecutively as sales promotion manager, advertising manager and commercial sales manager of the Frigidaire Division. He was appointed general sales manager of Delco-Frigidaire Conditioning Division of General Motors Corp. in 1936, also vice-president of General Motors. In 1939 he became general sales manager and vice-president of Easy Washer Machine Corp., Syracuse, N. Y. He resigned May 15, 1941, to assume his present duties as vice-president and director of sales of the Zenith Radio Corp.

wrong! It is exploitation! We must have planned economy! That will dispense with waste between the producer and the consumer!"

I do not think that this is the time to open up the old argument that has so long existed in the field of distribution on the merit of distributors as represented by private capital and management versus the branch operation of a corporation. I do not hesitate to say, however, that insofar as I am concerned, I feel that the manufacturer should be concerned primarily with the making of one profit; namely, that of the manufacturer, and should not try to ride both horses.

The "Ideal" Distributor

There are always exceptions, of course, but generally speaking it has been my observation that the distributor is an efficient operator; and insofar as the old argument of cutting out the middleman's profit is concerned, I have always felt that competition takes care of that in the field of distribution the same way it does in manufacturing.

If a distributor attempts to charge too much for his services, his competitive distributors will not let him secure the volume out of his territory that the manufacturer will demand and must have to justify the distributor. This point is obvious. If the manufacturer feels he must do an annual volume of \$50,000,000 in order to maintain his competitive position within an industry, then obviously a distributor with 1% of the potential market must contribute a sales volume of \$500,000.

Let us now consider the distributor, the reasons for his existence, the functions he performs and the part he plays in the sales picture. I speak from my personal experience, based on many years of close contact with a specialized field. The ideal, or shall we say the good, efficient distributor proves his value for the following reasons:

1. He is a warehouseman. He stocks quantities of the product close to dealer outlets. He saves the manufacturer huge investment in storage facilities. He saves much time in making deliveries. He speeds up the entire sales machinery.
2. He provides a corps of salesmen who know, through close contact, the needs and peculiarities of the field in which they operate. His men know the dealers intimately, their strengths and their weaknesses.
3. Properly selected, he gives character and prestige to the product. Through familiarity with the field, he can select better dealerships.
4. He is a valuable key man when

it comes to introducing a new product.

5. He is a pulse-feeler and his advice is important in advertising and sales planning.

6. He is open and frank in all discussions which may affect advertising and sales planning.

7. Because he has established contacts, he can quickly pass company policies on and speedily reflect company leadership.

8. Because he is close to the public, he can get and report public reactions to the product. Very often he is a factor in the improvement of the product.

9. He keeps informed of the attitude of dealers and can reflect this information to the company management.

It was not until the revolution in Russia that there ever was any large-scale opportunity to demonstrate these theories.

The starry-eyed disciples of Karl Marx began their program by wiping out all profits, eliminating all individual incentive. It worked fine except for one or two rather important details: Factory production remained far below the estimates of the planners; goods which were produced failed to reach the ultimate consumer in anything like adequate quantities or with reasonable speed.

Soviets Follow U. S. Pattern

In time, as the mills of the gods always grind, something had to be done about it. Step by step the Soviets retreated from their theories. Gradually they turned to the more successful American system for guidance. They discovered that every factory needed a boss. That lesson learned, their production began to creep upward. They found that the peasant would work better and produce better if permitted a profit. But they still clung to their battle cry, "no trading for profits."

So, while there was production, distribution lagged.

Again the comrades, spurred by necessity, beat another retreat. Again they patterned themselves after the American system of free enterprise. They permitted merchants to make a profit and distribution improved.

Through revolution the Soviets tried to jerk their country from a Seventeenth Century civilization to their conception of a Twentieth Century plus. Then by hard and bitter experience filled with starvation and other privations, they were forced to adopt a system which follows closely the pattern developed by the social evolution in America.

There has been much talk about

cutting the costs of distribution. That is an old, old story. It has been a popular theme since the phrase, "mass production," became popularly understood to mean the production of large quantities of similar items at a low-unit cost. But what made that possible? Can mass manufacture continue unless mass selling keeps pace?

Competition Regulates Costs

Obviously, costly inefficiencies in selling cannot be tolerated. Just as low cost in manufacturing is achieved through constant study of processes, it is logical to assume that the same procedure must be followed in the field of distribution. The point I am making is that it must come through evolution.

There must be endless scrutiny of the functions required in getting goods to the consumer and to see that they are performed economically—but at a fair profit. Competition is the great factor in regulating this cost, just as it is in manufacture.

Looking ahead, it would seem that new products will appear in the coming post-war period, which will mean the revitalizing of specialty selling.

Think of the thousands upon thousands of boys in the armed forces now being trained. These men are coming home with a new education. They will represent a large segment of the consumer market. They will be mechanically minded. And think of the thousands of future housewives who are in our factories today learning what makes things tick. These housewives will be intelligent buyers. They will be factors in the coming evolution.

Let us take a look at what has been happening in the channels of distribution during the war period. I will point particularly to the appliance and radio field of which I can speak with first-hand information. When the Government ordered the cessation of all manufacture of civilian goods in the Spring of 1942 it was quite generally believed that most distributors and wholesalers, and probably the majority of dealers, might last the year out on accumulated stocks. It was likewise believed that 1943 would see most of them folding.

Time has proven that no guess was ever more wrong.

I'll take our own organization, Zenith, to prove the point. And from all I can learn from my associates in the consumer goods industry our experience has been typical.

When we quit making civilian goods and turned 100% to war work we had 76 distributors. We felt that if we could salvage half of them for the post-war resumption of business

we would be fortunate. Yet, to date, only one of them has quit and that was a matter of choice rather than necessity.

The outlook for survival of the group is excellent. My optimism for their survival is based on something more than the present encouraging war picture. It is something more fundamental than the matter of time. It is based on an outstanding demonstration of good old American ingenuity. These distributors are not only winning their battle for survival; they are making money while doing it.

These men refused to take it lying down. Instead, they went out and got lines of non-critical items. They are selling almost everything. They also, of course, built up their service business. Previously it had been looked upon as a nuisance. Now it is made profitable.

A Rush for Distributorships

Here is another interesting observation worthy of analysis: For a year and a half speculation ran riot on post-war distribution methods. The crystal-gazers were seeing things. Many conceded that revolutionary changes were sure to come. Everything would be different. Then Italy capitulated.

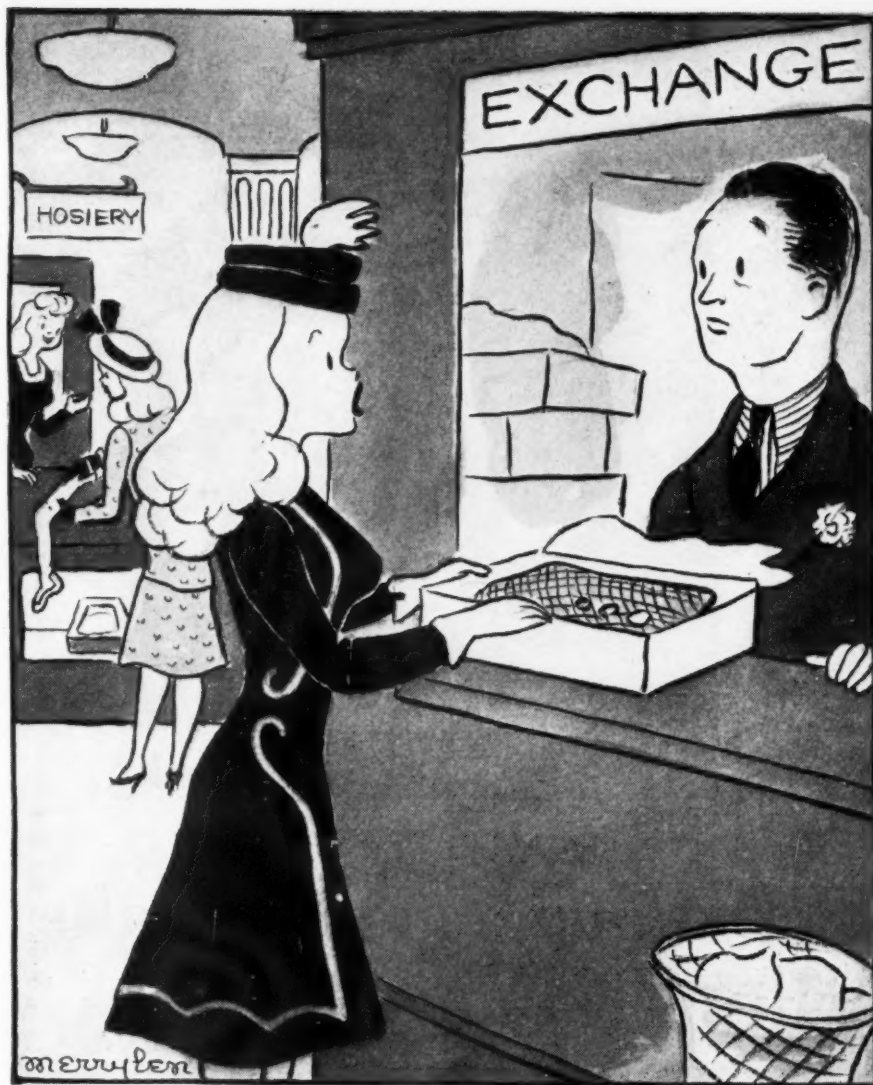
In the first few weeks after that we received more than 160 applications for post-war distributorships. Some couldn't be considered seriously. They represented idle capital attracted by the publicity about new and fantastic dream products.

Still the fact remains that there has been a great rush of private capital for distributorships. It is taken for granted that the old order of doing business will go on.

Even more interesting has been the enormous indicated intent of manufacturers to become active again in the field of distribution. Many, as we all know, withdrew their representatives from the field when the manufacture of civilian goods was stopped. Many of them turned their road men loose. Some even disbanded their sales departments.

Now they are hiring back and revitalizing their sales organizations. What conclusions should we draw from this spontaneous outburst of activity and obvious lack of hesitation on the part of the majority of manufacturers? Apparently in their rush to get set for the return to civilian business they have largely discounted much of the talk about revolutionary changes in the channels of distribution.

I mention these developments as representing one side of the picture. Now let's take a quick glance at the other side. In many industries there is



*"I gave this to myself for Xmas,
but it wasn't quite what I wanted."*



much talk about new companies entering different fields of civilian goods.

These stories have stimulated much thinking on the part of retailers, especially large operators, about buying direct from manufacturers. Such thinking has its merits. For manufacturers new in any given field and consequently with little or no consumer acceptance, such a method of distribution offers quick volume and a wedge into the job of building customer acceptance.

To gain these advantages, such manufacturers can afford to sacrifice widespread distribution. Their thinking will probably be predicated on delaying the task of building national distribution. Another factor to be added to this side of the picture is the assumption that the return to peacetime activity will see a new crop of retail-

ers. So there we have the two major factors that may influence post-war channels of distribution:

1. A great upsurge of effort on the part of many newcomers to establish themselves and who can be expected to disregard established channels.

2. Lack of evidence as yet on the part of established manufacturers to abandon their present distribution channels.

It is my judgment that the decision will not be reached quickly. Here is the reason: The tremendous backlog of accumulated consumer demand with which most industries will return to the marketing of civilian goods, augmented by buying desires created by new product developments, will be sufficiently large to support the present methods of distribution and at the same time permit of experimentation.



Photo by
Ewing Galloway

Are you so immersed in plans for your post-war products that you are forgetting this man? He's the man who's going to sell what you're planning to make. A sound, systematic sales training program for him will crystallize your visions of a post-war market into sales and prestige reality.

Top Management's Stake in a Sound Sales Training Program

So you think sales training is solely the business of the sales manager? Maybe that's too narrow a view. There are seven specific "dividends," from the point of view of general management, that accrue from systematic training. Mr. Rados defines them here.

BY WILLIAM RADOS

Secretary-Treasurer, National Society of
Sales Training Executives

I AM perplexed. I hear too many plans about the big production we'll need post war. And nothing about how that gigantic mountain of goods will be sold. Maybe it will sell itself. Shelves are bare. The sellers' markets will last forever. Salesmen won't be needed. Customers will return to former loves without urging. Maybe.

Or is it that too many of the top men of industry are not sales-minded? Harry Anderson's* figures show that 83% of the men who are running big business—and I really mean running—come from every field except the sales field, with production the biggest source of "big shots."

These capable leaders are now im-

mersed in war production—as they should be. But are they so immersed that they visualize the post-war problem to be simply one of returning to manufacture of civilian goods? Is there too much make-it mindedness? And not enough selling-mindedness?

No matter what plans you and I make, the plans of the people who buy from us and the people who work for us are the ones that will make or break us.

So in all your plans keep one fact paramount: *human relations*. That's where sales training steps in.

If you hire a man on a strict basis of "watch yourself, brother;" if you give him a pat on the back and call that training, then you have a rela-

tions policy. But that's not human relations—it's INHUMAN RELATIONS.

So leaders in management circles are looking at the idea of something really substantial in their sales selection and training plans. And why not? For a well thought out and well operated sales manpower program will give you three things you won't get otherwise:

1. *Better dividends*—The stockholders like this.
2. *Loyal salesmen*—Salesmen work better when they are not "forgotten men."
3. *Prestige for your profession of selling*—Help lift it out of the cellar.

Shall we look at each of these in detail? Or shall we disregard them and let a more alert competitor make hay?

Your Obligation to Your Profession—Former President Roosevelt (Teddy) said: "Every man owes some-

* President, National Federation of Sales Executives and General Sales Manager, The Globe Wernicke Co.

Planning Step No. 1

REVIEW SALES VOLUME AND PROFIT OBJECTIVES

Before detailed work can begin on the setting up of the actual selection and training program, the organization's specific sales and profit objectives must be considered.

Note: Total the "strong" and "weak" columns at the right for a picture of the over-all character of your sales operation.

1. What percentage of our sales transactions in normal times are profitable? ——%
Is this satisfactory, high, low?
2. Have we given sufficient attention to making our fastest-selling items more profitable?
3. What percentage of our sales are in our highest-priced items? ——% Too low,
just about right, or high?
4. Have we developed successful techniques for selling up from low-profit items?
5. What percentage of our salesmen operate unprofitably, considering all items of cost
necessary for their operation and supervision? ——% (Same type of question
applies to dealer organization.) Is the percentage too high?
6. Is our sales office overhead in proportion to volume?
7. Many "near misses" occur in selling, when the salesman might have gotten the order
by use of testimonials, a fresh approach, or some other extra effort. What percentage
of orders which we have worked on, but failed to close, probably could have been
gotten with some extra effort? ——%
8. Have we developed effective methods of getting repeat business?
9. Do we fail to reach maximum volume through willingness to accept a "sure thing"
when further sales efforts might increase the size and profit of the order?
10. (Other questions)

[illegible]

ADDITIONAL PROBLEMS

ACTION TO BE TAKEN

What **Who** **When**

SALES PERSONNEL POLICY

1. Is our sales personnel policy:

2. **Financing.** Who provides the salesman's income until he produces enough to earn his way?

3. When former salesmen, now in war factories, return to selling, will they expect regular hours and higher earnings than formerly? And if so, what are we going to do about it?

5. **Salary.** Does our salary plan permit exceptionally ambitious and capable salesmen to earn in proportion to their exceptional production?

6. If it is a commission job, do we have any provision for maintaining income during off-seasons, or when individual earnings dip for temporary periods?

7. Are there any special house accounts, house deals, or other arrangements whereby salesmen may feel created out of earnings?

8. **Unions.** Do we have any policies which might require radical adjustment in the event that our salesmen (or our distributors' men, etc.) become unionized?

9. Do we go outside when desirable jobs and promotions open up, or have we a policy of developing our executives and giving every salesman an opportunity for advancement?

10. Do we think twice before transferring salesmen from market to market? Do we consider the effect on a man and his family when he is forced to move half a dozen times in a few years, without substantial compensations?

11. Are men whose production begins to fall off carefully studied in an attempt to remove the weakness, or are we fast to fire and replace with new men?

12. Is it our policy to build a satisfied, productive organization, or is our only interest in larger dividends for stockholders?

13. Have we announced to the non-selling departments of the business our willingness to consider such employees as may be interested in sales positions?

14. Do we make available such modern personnel developments as group insurance, hospital club plans, and the like?

15. Is the training adequate preparation for the task?

16. Are salesmen equipped with appropriate sales tools?

17. Are sales supervisors and branch managers capable—through training and experience—to act as leaders?

[illegible]

ADDITIONAL QUESTIONS

ACTION TO BE TAKEN: What . . . Who . . . When . . ._____

thing to the profession of which he is a part." And he could have added: "When it's considered by some people as less essential than artificial roses." Would you respect the medical profession if an applicant were hired by an M.D. in a hurry? And if that applicant were given a couple of hours' training and then sent to prescribe for your tummy ache? The least you can do for your profession is to insist on a high sales personnel policy in your own organization.

Your Obligation to Your Salesmen—Salesmen are voters. Today they are unorganized. But if they are fired and hired "irregardless;" managed by selfish and short-sighted supervisors; untrained; poorly equipped, would it be strange if they were to seek the protection of legislation or organization?

No doubt, turnover risk never can be entirely eliminated. But capable salesmen are willing to take reasonable risk. What they don't like is when all the cards are stacked against them by short-sighted management. They have a right to expect a reasonable degree of security and a decent standard of living.

Interestingly, assumption by industry of its right obligations towards salesmen automatically makes for a better sales organization. When you are picky about choosing men, when your training program is a real answer to their career problems, when you equip and supervise fairly and intelligently—then you attract better material, slow turnover down to a crawl, and your average man becomes a higher producer. There is no mystery about it, as many of America's best sales organizations have proven many, many times.

Your Obligation to Your Stockholders—Business is run for the purpose of making profits. Profits are consistent with the social good of the factory worker, the salesman, the consumer, the national economy. In fact, without profits there would be no America as it has been, is now and undoubtedly will continue to be in the future.

The sales manager's part in this is to so organize and lead his salesmen that they operate at a profit to themselves, to provide the buyer with satisfactory service or merchandise, and to furnish a legitimate return on investments for the man who puts up the money.

So at all times the sales manager's ultimate purpose is the building and direction of a sales organization aimed at profitable sales volume.

How will sales training help the sales manager? First, let's define sales training: We simply mean those modern methods of recruiting, selecting, training, equipping and developing both salesmen and field sales managers which are recognized as good management in your organization or industry.

Sales Training Advantages

Now for a consideration of the advantages of sales training:

Advantage No. 1—Sales training provides management with one of the most effective tools to raise sales volume, earnings and morale of a sales organization. A well selected, trained and directed organization is a more productive sales force, and production is the true basis of higher income and good morale.

Advantage No. 2—Sales training permits management to attain its objectives with an organization of average men. Some sales managers have been dazzled by that super-man, the "natural born salesman." But such men are very difficult to get because they are limited in number and because they want to go where the pay is highest.

Ordinary salesmen, too, are born. With training they do surprisingly well. Moreover, even natural born salesmen need both initial and continuous training.

Advantage No. 3—Sales training creates public good-will. In a certain city the public utility in normal times had a monthly turnover of one to two hundred retail commissioned salesmen. Selection was callously superficial. Training for the job of representing that giant corporation was practically zero. Most men failed quickly. Their friends and neighbors—about 20,000 of them each year in all voters—learned that the utility offered salesmen a raw deal. Good public relations???

Such poor reputation would be eliminated if men were hired only after careful consideration aimed at screening out every man who did not appear to have a reasonable chance of success. The training program should be substantial enough to prepare the man to earn a good living. Thus, a sales personnel policy becomes an asset of importance in these socially conscious times.

Furthermore, the sales managers of that organization would be freed from the discouraging practice of attempting to attain quotas through a constantly changing, unstable group and

to concentrate on a smaller but more stable and productive organization.

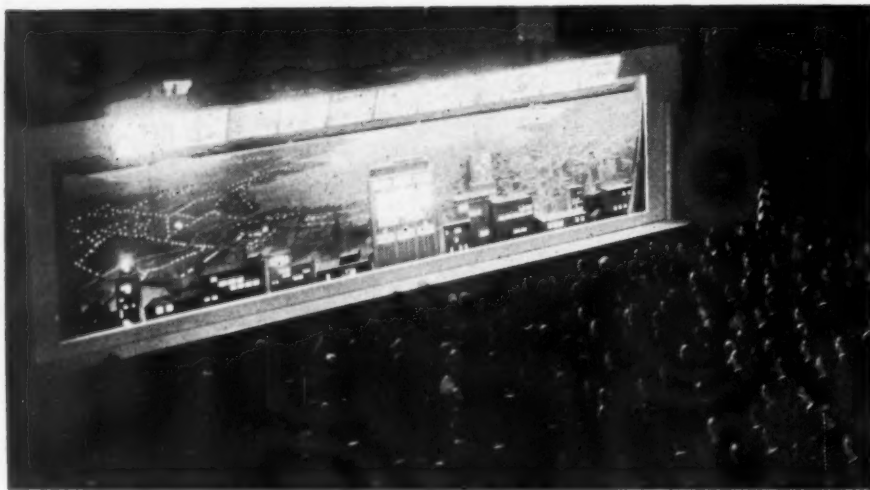
Advantage No. 4—Sales training makes an asset out of the "consumer movement" which charges that sales people are ignorant of their merchandise. To make a valuable asset out of this possible liability, why not try to train with the twin object of really teaching your people something basic about the product and publicizing this idea: "See an X.Y.Z. salesman before you buy aluminum ware—they're the best informed people in town on aluminum."

Advantage No. 5—Sales training permits management to expect and secure from the field loyal, intelligent and unified support of plans and policies. One of the most pathetic sights in selling is the salesman—yes, and the field sales manager—who is slipping because no one ever bothers to train him. Orders, plans, programs, quotas come from the home office in a bewildering stream, but no one ever shows the field man how to apply them. Any executive can say "do this." Training shows how.

Advantage No. 6—Sales training is the short-cut to rebuilding an organization with a large percentage of new men. Good sales training programs, like good engineering schools, attract better men. You can't keep them away. And good training shortens the time necessary for a new man to make his first sale, reach a satisfactory rate of production more quickly and surely. It reduces failure during the critical initial period, assures a return on the investment of time and money in trainees. Sales training reduces errors by teaching sales service, delivery credit policies and routine before meeting customers.

Advantage No. 7—Sales training "reconditions" duration men and builds up the entire organization. Sales training inspires as well as teaches when it is comprised of these seven practical approaches: solutions to perplexing sales problems; analysis of prospect buying needs; answers to every-day questions, objections and stalls; methods of dealing with different personalities; discussion of successful selling appeals and presentation; methods of leveling out seasonal and other declines; how to meet competition.

Yesterday you may have gotten along without sales training. But today the odds against you are greater than ever before. Not to train is to work against yourself. Why take that chance?



As revealing as an X-ray is this home-front protection diorama, first "act" of the War Communicade, employe morale show presented at the Kearny Works of Western Electric Co., Kearny, N. J. It gives Western's workers a vivid picture of the role played by their communications equipment in defending a typical American city against possible air raids. Illuminated placards across the top of the diorama indicate types of Western Electric equipment employed in coordinating home defense services.

Campaigns and Marketing

Spanish Flyer

In these desert days the "ancient" routines of planning distribution, mounting advertising campaigns in business and general media and for point-of-sale to help get market coverage for a new line are more like memorial services for a dimmed-out commercial regimen. The routine held on though, and when its shipment of 1781-founded House of Romate products came into New York, Henry Kelly Importing and Distributing Co. conducted a bibbers' tasting session at the Hotel Biltmore. In attendance were more than 400 wine stewards, hotel managers, restaurant operators and representatives of the liquor trade.

Noteworthy: All of the 1,500 cases were grabbed up before the session was well over. Inexpensive Manzanilla, medium Corona Cream and top-flight East India (sherries), and brandy brands V.S.O.P. and El Cesar—all went *spurlos versenkt* into lockers, coffers and cellars of on-premise consumption outlets, direct. Top ration-ratings of 20 cases were allotted to any one outlet. Nevertheless, advertising for the brands appeared in liquor business papers early in December, and will reappear—supported by local and national magazines and newspaper ads—early in 1944, to back up national distribution, "... as soon as a further shipment, now on the high seas from Spain, arrives at an eastern port. ..." Hill Advertising, Inc., New

York City, is the agency handling the account.

Motor's Reflex

Chevrolet Motor's general sales manager, William E. Holler, calls attention to the current campaign in national magazines and in newspapers instituting a program for the maintenance and conservation of the Nation's automobiles. Typical heading for national ads: "Remember, car power is war power." Copy: "See your Chevrolet dealer. ... America's most popular service organization ... trained, skilled mechanics ... courteous, friendly service" The campaign aligns Chevrolet's national field organization and thousands of its dealers in the service of prolonging the operative life of America's cars and trucks.

Original with the company, the slogan, "Save the Wheels That Serve America," has been the central theme of its advertising and has motivated both wholesale and retail planning and activity since January, 1942. Application: "Every car and truck must serve war workers, farmers, doctors, Red Cross, public utilities, civilian defense, vital war supplies, food suppliers" Aim of campaign: to snare a sizeable slice of winter-conditioning business; to spark across the gap to the time when new cars will again pop profits into dealers' cash boxes; to keep them Chevrolet loyal until then. Campbell-

Ewald Co. Inc., Detroit, Mich., is the agency.

Butter, a Third ...

In butter-yellow copy running full-page in dairy business papers, Land O'Lakes Creameries, Inc., shows the buttered side of the oleomargarine controversy. Headlined "A Primer for Tax Experts," the cooperative organization owned and controlled by 100,000 dairy farmers (at least twice that many voters) makes its points in the ads for its point-marked spread: "... yellow is the *natural* color of butter ... oleomargarine is only *colored* yellow ... which is taxed 10 cents a pound, because it imitates a natural product ... *uncolored* oleo is taxed $\frac{1}{4}$ cent a pound. ... If oleomargarine was colored, say, red, would dairy farmers care if it wasn't taxed? No! ..."

An eleven-line box at bottom lobs farm-bloc economics at butter-oleo's politics: "The proposed Fulmer bill ... shelved by this Congress ... would have taken off *all* taxes on oleomargarine ... main point (for dairy farmers) is the tax on *yellow* margarine ... for the protection of the \$2,300,000,000 dairy industry (of which butter is over one-third) any product which imitates butter should be taxed, for the protection of the consumer" Campbell-Mithun Inc., Minneapolis, Minn., is the agency.

Ten for Direct Mail

Manning, Maxwell & Moore's sombre logotype trade-mark is boosted in current direct-mail pieces by advertising manager I. B. Van Houten. Ten trade-marks, glamorized by the firms behind them and made world-famous by top advertising agencies, each head one of a series of circulars going to the company's 35,000 customers. Stoppers (with consent) are: Goodyear, RCA, Westinghouse, New York Central, Socony-Vacuum, General Electric, Wrigley's, Bethlehem Steel, Monsanto Chemicals, Shell.

Typical tie-ins: (1) "Strength and stability are always associated with steel. How much more so when products carry the trade-mark of ... Bethlehem." Below this: "A warranty is only as good as the company behind its trade-mark. M. M. & M. has kept faith with its customers." (2) "Every one knows the famous Wrigley trade-mark. It represents a product that has met with favor ... among the millions." Follow-up: "Likewise, the triple 'M' trade-mark is well known to general industry." Circulars are single sheet, printed both sides in two colors; the backs describe the

Bridgeport, Conn., firm's lines of valves, gauges, indicators and controls.

Institutional Interest

Answer to the question, "Is institutional advertising interesting to readers?" is offered in a report from the Bureau of Advertising of the ANPA, New York. "... Over and over the continuing study has shown that the attention received by wartime institutional advertising often outstrips the most appealing national copy appearing before Pearl Harbor..." Fifteen representative ads of this type are reproduced in the report; nine of these, chosen at random, are included in the table below.

Punch- or head-lines: Bethlehem Steel, "For Our Armed Forces;" Esso, "Look Up . . . They Need Your Help!;" Westinghouse, "On Every Front—in Every Battle!" and "Every 11 minutes;" Southern Railway, "I'm Tired Tonight—and I'm Proud of It!;" New York Central, "Last Night I Couldn't Sleep . . .;" United Aircraft, news makeup, 14 heads and sub-heads; Lackawanna Railroad, "This, Too, Is America's Strength . . .;" Philco, "Battle Flags for Philco Soldiers of Production;" U. S. Rubber, "Car Owners Can Now Get Rubber to Keep Cars Running . . .;" General Electric, "You Don't Have to Stand in Line to Buy Electric Power;" Aluminum Company, "Can You Send Me This Kind of Letter?;" Bell Telephone, "Don't Telephone When You Hear the New Air Raid Signals!;" Central New York Power, "Treat Your Toaster with Care . . .;" United War Fund, "I've Got My Hands Kind of Full . . . Will You Look After Things at Home?"

Conservation is the keynote of the new California Packing Corporation campaign to dealers and consumers. This ad, addressed to housewives, tells the consumer story. Bulletins to Del Monte dealers explain how this appeal is helping to build future business for them.

Throw away a tenth of all the food I buy?

NOT ON YOUR LIFE!

Check yourself against these 9 points

To be sure all your food 'Fights for Freedom'

Del Monte Foods

Tell the Dealer

To halt a growing rash of dealer-grousing over short supplies, California Packing Corp. (Del Monte) combined bulletins to its dealers with the recent consumer campaign in more than 400 newspapers throughout the country. The ads stress conservation, under the headline, "Throw away a tenth of all the food I buy? Not on your life!" A box contains a Government-issued fact: "Enough food is wasted annually in the home to feed the larger part of our armed forces at home and abroad." And the house-

wife is asked to check 9 points to be sure food fights for freedom: Plan your buying; buy only what you need; buy brands you know; store foods correctly; serve healthful meals; prepare foods carefully; lick the platter clean; use all leftovers; turn in waste fats.

The dealer is told: "Today we can't sell you many Del Monte foods. . . . Some retailers might say, 'Don't advertise; keep quiet, then' . . . But—some day you'll forget about ration stamps . . . will try to boost sales volume again . . . look for more store traffic and quicker turnover. . . . This advertising helps you because it keeps the Del Monte name before the public for the sake of future business, while at the same time it renders a public service. . . ." Messages to this effect are also being included in food business paper advertising. McCann-Erickson, Inc., San Francisco, Calif., is the agency.

Correction:

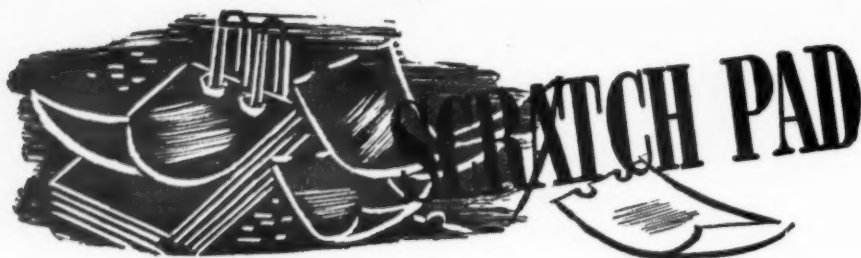
The C & O advertisement, "Missing," described in this department December 1st, was credited in error to McCann-Erickson. The account is handled by Kenyon & Eckhardt, New York City.

Reprints Now Available

Reprints in one booklet of the series of seven articles on The Bureau of Foreign and Domestic Commerce, by A. R. Hahn, Managing Editor of SM, are now ready. Copies, complete with charts, are 10 cents each.

Advertiser	Institutional Copy Theme	Read by	
		Men	Women
Bethlehem Steel	Building ships. Making guns. Employe War Bond Buying.	69%	66%
Esso	Use petroleum products wisely to help American Fliers fight.	59%	64%
Westinghouse	Wide uses of many products by armed forces and in production.	54%	56%
Southern Railway	Praises its workers for their part in the war effort.	48%	45%
Philco	Credits employes for production record; compliments them for winning Army and Navy "E."	44%	34%
U. S. Rubber	How to keep cars going efficiently, and tire conservation.	44%	17%
General Electric	Helping war by improvement in producing electric power—more for less cost	35%	30%
Aluminum Company	How to send V-mail, reminders to buy War Bonds.	29%	31%
*United War Fund	All-out appeal for contributions; promise home folks won't let fighting men down.	82%	82%

*Morale-building exemplar—can be adapted by any business concern. Received highest percentage readership of any national or local ad studied since Pearl Harbor. This and other ads listed appeared in newspapers, so percentages are comparable—and illuminating.



Resolved: To make no resolutions!

There is something about January First, however, which, like the burgeoning blossoms of Spring, fills one with bright expectations. Something you feel rather than see, except in its most vaporous outline. You are never quite sure what or when or how or why, but somehow things are going to be better in a new year. Without this hope, however unsupported by precedent, the so-called human race might never have survived through the ages.

Jack Lutz writes to say he got a chuckle out of Judy Canova's remark that pearly, shining teeth are "just a flash in the pan."

A local radio station advertises that "the aroma of coffee and other odors will be broadcast with the sound and the sight." Presumably, comments Bob Graham, 90% of the commercials will continue to give-off the pungent aura of skunk.

For years, I have been reading that the movies will add the fragrance of new-cut hay or that of a perfume counter to bring a third dimension of realism. The "smellies"?

There is something cinchonic and ironic about that pre-war song dedicated to draftees: "Good-Bye, Dear, I'll Be Back In A Year." It was wishful thinking even then.

The last war gave masculine approval to the wrist-watch. This war shows soldiers using a "Chap Stick." After all, why not? It's to keep their lips from cracking in the tropic sun or arctic cold, and not to make them pretty.

Lillian Clark, adv. mgr. of McGaugh Hosiery Mills, Dallas, sends a "drunk" story I hadn't heard. This fellow, alcoholically oversubscribed, is feeling his way around a post, muttering: "Sno use; I'm walled in!"

In response to the column's idle query: "What ever happened to Cal Tinney, the poor man's Will Rogers?" a lad from the *Farm Journal* telephoned immediately that Cal is in the Army. A New York agency-man am-

plified that by letter: "Tinney enlisted in the Army, despite having three kids as dependents. For which Cal deserves a hand." Agreed, naturally.

NIT—"Is he rich?"
WIT—"He's still buying liquor."

Add similes: "As windy as a sports-announcer" . . . "As corny as a college band."

Before rationing, I didn't realize there were so many things you could do to a chicken.

What old-timer remembers when first-class haircuts were 15c and the only tonic we had ever heard of was bay rum?

MY MOVIES OF THE YEAR

So Proudly We Hail
Heaven Can Wait
The Human Comedy
Stage-Door Canteen
Star-Spangled Rhythm
Commandos Strike at Dawn
One Day of War in Russia
Coney Island
Hello, Frisco, Hello
In Which We Serve
Casablanca
Bataan
My Sister Eileen

Incidentally, what will news-broadcasters talk about when the war is over?

In her book, "And So to Bedlam," Marge Lyon describes a copywriter as "an individual who puts one word after another on paper." That's amusing, but it isn't so simple as that. Rudyard Kipling, in more serious vein, mentioned the *sine qua non* of a great copywriter: "The magic of the necessary word."

As chairman of the Poor Richard Club's Copy Clinic, it was my pleasure to invite Raymond Rubicam, chairman of the board, Young & Rubicam, Inc., to take the podium a while back and answer the \$8 questions. Never have I heard a more sound attitude on copy expressed. The cash customers took a solid hour-and-a-half of it and are still talking about it. Maybe copy is important after all.

From Dallas, Herb Stellmacher writes to report the sign in a war-plant

reading: "If your sweater is too big, watch out for the machines. If you are too big for your sweater, look out for the men."

When a beaver fells a tree, does he bellow: "Timber!"?

Fish and chicken,
Fish and chicken,
In either case,
It's bones you're pickin'.
Chicken and fish,
Chicken and fish,
I'll give you my share
Of either dish.

The paper-shortage may be a blessing in disguise in one respect. It will force the windy members of my craft to write shorter and better copy.

Slogan for Dettra Flag Mfg. Co.:
"Successor to Betsy Ross."

"Where to buy hardware such as tools, vices, drill-presses, and other miscellaneous articles," says a little ad in our neighborhood paper. It may be right, at that. Sooner or later, you pay for your vices.

Which reminds me of a neat slogan Bob Graham once cooked up for a nationally advertised tool: "The vise with a virtue."

I still like the pun-to-end-puns reported by Walter Winchell: "Shostakovich small by a waterfall."

"Mary Martin's back is beautiful," said Mainbocher, the dressmaker, in *Life*. She looks all right when you turn her around, too.

"The Watch on the Rhinitis," said a headline for Vacagen (Oral Cold Vaccine Tablets) in a nursing paper. Maybe reprints of the ad should be mailed with a corner-card reading, "Nurse, to You."

Problem of the novelist is how to write a best seller. Problem of a placement-agency specializing in advertising talent is how to sell a best writer.

"Nothing's too good for the men in the service," said a pre-Christmas ad in the mags for John Middleton's walnut pipe-tobacco. You've got something there, Mr. Middleton.

I started this January First page by resolving to make no resolutions. Only a fool never changes his mind, so here is The American Resolution: *Win the War in 'Forty-Four!*

T. HARRY THOMPSON

SALES MANAGEMENT

Your Long Distance call may have gone to New Guinea

Telephone lines are the life-lines of an army. Bell System men and materials are helping to keep those lines unbroken on many battlefronts.

So if a Long Distance call gets delayed once in a while, you know there's a good reason.

The additional equipment that could be used here is serving the soldiers over there.

BELL TELEPHONE SYSTEM



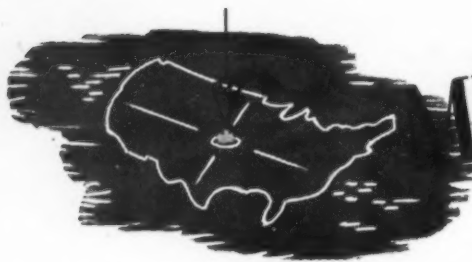
U. S. Army Signal Corps installing switchboard in New Guinea

**WAR NEEDS
THE WIRES**

If the Long Distance circuit you want is busy—and your call isn't really urgent — it will help if you will cancel it.

If it must go through, we'll appreciate your co-operation when the operator says: "Please limit your call to 5 minutes."





MID-AMERICA

B-29 Super Bomber

All the nation's engine overhaul and maintenance on the new B-29 super bomber is now being done at the Oklahoma City air depot, largest installation of its kind in the Allied world. The B-29, soon to be heard from in news from the fighting fronts, is powered by four of the largest horsepower radial engines ever produced in this country. The streamlined overhaul assembly line over which these engines will move is already turning out more than 1,000 engines of all types a month.

Announcement had previously been made of the largest tire retread plant in the Southwest now nearing completion. The plant will retread tires for all aircraft in a six-state area.

Sales Pinnacle

At the end of October, Oklahoma was still leading the nation in retail sales gains for the first 10 months of 1943. Oklahoma was 32% ahead of the same period in 1942.

Oklahoma City during this same 10-

month period was gaining 48%, maintaining its position as one of the outstanding markets of the country during 1943.

Building Spurt

Oklahoma City's 25% increase in population during 1943 brought with it a critical housing shortage which, by year's end, was rapidly being overcome by the biggest home-building spurt in the city's history.

Permits for construction of 767 single family dwellings were let during the last

half of the year. Conversions of old homes and buildings was adding 1,400 additional units.

Midwest City, adjacent to Oklahoma City's two major aircraft establishments and nine miles from the heart of the city, is now a town of 6,000. Two years ago it was still on blueprints.

Air Education Award

In Washington last month, Vice-President Henry Wallace presented Oklahoma's Governor Robert S. Kerr the Frank G. Brewer certificate of award for Oklahoma City's outstanding contributions in youth aviation education during 1943.

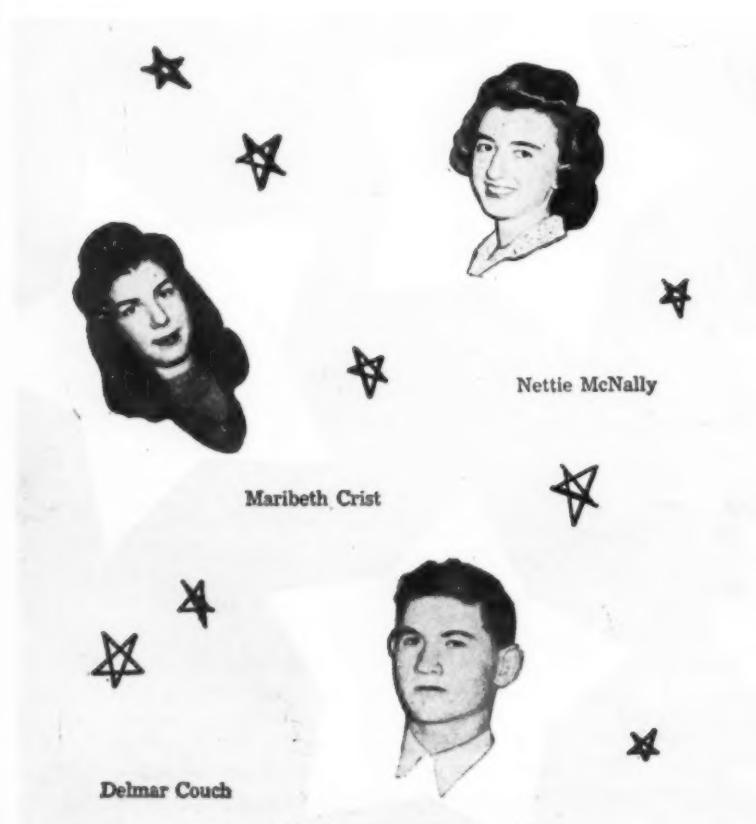
The honor came to Oklahoma City as a result of its progress in developing pre-flight courses in the public schools and in promoting interest among youth in the future age of aviation.



Aviation's Child

Midwest City, Okla., viewed from air at left, is America's first and only city founded on the aviation industry. It was built by private capital to house workers of the Douglas cargo plane plant and Oklahoma City Air Depot.

Ground was broken for the first of its 1,456 residential units in April, 1942. Stores, churches, schools, a bank, theatre, and park complete its model community setup.



Maribeth Crist

Nettie McNally

Delmar Couch

Oklahoma Stars In Post-War Agriculture

AS always, Oklahoma 4-H Club boys and girls played leading roles in the national 4-H awards at the organization's club congress at Chicago, December 2, 1943. Maribeth Crist, Crescent, was named one of the six national leaders. . . . Delmar Couch, Eagleton, placed among the fourth national health winners. . . . Nettie McNally, Waynoka, was one of the five national canning champions.

The agricultural leadership of the future in the Southwest will fall to boys and girls like these . . . whose accomplishments of today give an intimate glimpse into their importance as a market factor in the peacetime era to follow.

THE FARMER-STOCKMAN

Monthly "Trade Journal" of Southwestern Farmers

Represented Nationally by The Katz Agency, Inc.



Oklahoma City—Market of the Year

THE close of 1943 saw Oklahoma City breezing past the 250,000 mark, and there was no telling when or where it would begin to slow down.

As early in 1943 as March 1, its metropolitan population had reached 263,340, according to estimates of the census bureau. At that time the heaviest employment demands of Oklahoma City's Douglas cargo plane plant and Air Depot were just being made. That Oklahoma City had reached 274,000 in December, as predicted at midyear by local officials, there could be little doubt.

Sales in Oklahoma during 1943 followed the population rise of its principal cities.

Oklahoma City contributed the biggest share, winding up the first ten months of the year 48% ahead of the same period

JANUARY 1, 1944

the year before, appearing consistently in the list of the country's topmost sales-active markets throughout the year.

By the end of June, sales in the State of Oklahoma were registering the largest gains of any of the 34 states reported by the Department of Commerce, and were

still leading all the states in cumulative gain through October.

Oklahoma City was certainly the outstanding market of 1943. It will continue outstanding in 1944, and in the years to come. Oklahoma City has arrived in the major market class.

The Daily Oklahoman
Oklahoma City Times

OKLAHOMA
CITY NOW OVER
A QUARTER
MILLION!

THE OKLAHOMA PUBLISHING COMPANY

The Farmer-Stockman ★ WKY, Oklahoma City ★ KVOR, Colorado Springs
KLZ, Denver (Affiliated Management) ★ Represented by The Katz Agency, Inc.



How important will the department-store chains be in distributing your post-war product? They're a new and different type of retail outlet, and require unique treatment. This Montgomery Ward branch at Rome, Ga., is typical of this distribution group.

Department Store Chains: Potential Post-War Market for You?

We're talking now, not about "5 & 10's," but about huge-volume outlets as typified by Sears, Montgomery Ward, Penney, and Grant. This article presents background information about the principal chains of this kind; a following article will tell how to sell them.

BY JAMES C. CUMMING

*John A. Cairns & Company
New York City*

IN this country today there are two distinct types of chain stores. True, some of the differences which formerly distinguished the two types are disappearing, but they still exist. For that reason, any study of the present or post-war possibilities in chain-store distribution must be careful to define which of the two types is under scrutiny.

The first type is the variety chain. Once upon a time it would have been defined as the limited-price variety chain. Today, the limited-price characteristic has practically disappeared, but the other characteristics of the group remain. In general, these stores are characterized by their standardized layouts, their operation as filling stations for customers' wants rather than as selling units, and their reliance on 100% locations instead of sales promotion to bring in customers. Representative of this type are Woolworth, Newberry, Kresge, Kress, McLellan and similar stores.

The second type is the department-store chain. Individually its units are considerably more flexible in their operation. Its stores employ the same sales promotion methods which the independent department stores have

learned to use so skillfully. Its employees are capable of selling merchandise which requires more specialized knowledge; its managers have considerable local authority; its locations may be so bad that you'll wonder, until you see the sales figures, whether a unit in a spot so difficult to get to can possibly draw any customers. Typical of the department-store chains are Sears, Roebuck and Co., Montgomery Ward & Co. and W. T. Grant Co. They combine many of the character-

Smart merchandising by department-store chains is one of the factors accounting for their huge sales volume. These Montgomery Ward fashion departments feature numerous items in an easy-to-see-the-price arrangement.



istics of the variety chains and the department stores, but actually they are a new and different type of retail outlet.

It is to the department-store chains that we will confine our present discussion, and right at the outset let us emphasize that the stores in this group are unique. You can't sell through them as you would through variety chains. There are too many differences in the way they operate. Neither can you work with them as you would with independent department stores.

Therefore, in appraising the value to you of the department-store chains for the post-war distribution of your product, you must regard them as subjects for special, distinct handling and treatment.

Just what is their potential value to you? How important a factor will the department-store chains be in post-war distribution?

Volume: Past and Present

To answer those questions, let us have a look at the present and past volume of these chains. In 1942, the total business done by the first six of the department-store chains amounted to \$2,327,671,898. This figure includes the mail-order sales of two of the six chains.

We mention the first six because the remainder of the nine chains we are discussing here are closed corporations and do not announce their sales figures. Adding the probable 1942 business of these additional chains would increase our total figure by not more than approximately \$60,000,000.

To bring our figures still further up to date, five of the department-store chains have, in the first ten months of 1943, done a total business of \$1,627,543,433. Those five are Sears, Roebuck and Co., Montgomery Ward & Co., J. C. Penney, W. T. Grant Co., and Interstate Department Stores. Again, the mail-order business of Sears and Ward's is included.

Certainly no forward-looking manufacturer who wants to do a real volume business after the war can afford to overlook his share of a market so huge!

But to get a better perspective on the business done by these stores, let's go back to a year when war prosperity had nothing to do with the amount of business done. In 1939, the department-store chains that announced their figures did a total volume of \$1,511,272,909!

That figure represents approximately 30% of all the general merchandise business done in this country in that year.

And if we look at specific industries in that year 1939 when civilian mer-

chandise was available in normal quantities, we find that the department-store chains did a sizable proportion of the total annual business of many industries. They sold 20% of all electric refrigerators, 15% to 20% of the gas ranges, 16% of replacement automobile tires, 11% of radios, 60% to 65% of the overalls.

Certainly we need cite no additional figures to prove the tremendous market and the broad scope of the distribution which exists, ready made, for the alert manufacturer who is willing to work with these mammoth organiza-

tions after the war. For these figures, remember, are wartime and pre-war figures. The chains, too, are working on post-war plans. Expansion is on the books for practically all of them. What their annual figures will be in the post-war years, and what proportion of the country's general merchandise business they will do, is anybody's guess. Of this we can be certain: It will be huge, and well worthwhile for the manufacturer who studies the best way to become one of their important suppliers.

Now let's get down to cases. Here,

RADIANT REALITIES

CATALOGUES
PUBLICATIONS
GENERAL PRINTING

TYPESETTING
PRESS WORK

BINDING
MAILING SERVICE



One of the largest, most efficient and completely equipped printing plants in the United States
(The former Rogers & Hall Co. Plant)

PRINTING ADVICE
ADVERTISING ADVICE

CREATIVE IDEAS
ART WORK ENGRAVING
ELECTROTYPING

OUR SPECIALTIES

Catalogues Publications
Booklets Paper Covered Books
Flyers House Organs
Proceedings Convention Dailies
Price Lists General Printing

Typesetting Always clean linotype and monotype. Standard and special type faces, if desired, from our own machines and type foundry.

Presswork We have the most modern presses to produce any type of printing job economically. Color presses, one or more colors, operated by master pressmen.

Binding Any type of binding, machine gathering, machine covering and special trimmers. Again this modern equipment gives economy.

Mailing If desired, we mail your printed matter direct from Chicago—the central point of distribution. The facilities of our binding and mailing departments are so equipped that we deliver to the post office or customer as fast as our presses print.

Excellent Quality

Due to—Modern Equipment and Master Printers.

Quick Delivery

Due to—Modern Automatic Machinery—Day and Night Service.

Right Price

Due to—Superior Facilities and Efficient Management.

Satisfied Customers

Quality, Service and Economy in good printing keeps all satisfied. We have solved many printing, publication, catalogue, advertising and mailing problems. LET US SOLVE YOUR PROBLEM.

WE EXCEL IN OUR SPECIALTIES

Let us estimate your printing needs—however large or small. Estimates place you under no obligation.

PRINTING PRODUCTS CORPORATION

(The former Rogers & Hall Company)

Please Address All Communications to the Company

Telephone

WABash 3380

NATIONAL

Printers

ONE OR MORE COLORS

LOCAL

Polk and La Salle Sts., Chicago, Ill.

Dun & Bradstreet, Inc. Rates
Printing Products Corporation
and Associates over \$1,000,000
Highest Credit

briefly, are the facts about each of the department-store chains included in this study, together with a few of the points which differentiate each chain from the others in the group:

1. The largest in the group from the standpoint of number of stores in operation is *The J. C. Penney Co.* Its 1,611 stores did a 1942 volume of \$490,294,529. Penney stores are dry-goods stores, carrying soft lines exclusively. They have no hardware, home furnishings or auto accessories. Merchandising and sales promotion are centralized, but the individual

stores have considerable voice in what headquarters material they will use and how they will use it. Important Penney items: Pay Day Overalls, Cynthia Slips, Gay Mode Hosiery, Nation-Wide and Penco Sheets.

2. *Sears, Roebuck and Co.* operates 524 retail units in addition to its mail-order business. The combination rolled up a total volume in 1942 of \$843,245,210, and 1943 sales are running less than 5% behind that record-breaking total. The Sears retail organization is characterized by its policy of decentralization; the store manager

is the absolute arbiter of the merchandising and promotional policies of his unit. The central organization suggests ideas or merchandise to him; he uses them only if he thinks they will be right for his locality and his store.

This point is important to you as a manufacturer because it explains why a Sears buyer can seldom give you a firm order for the retail stores without first bulletining the stores. It also explains why he can't, legitimately, promise you specific promotional support. The store managers may not agree with him in thinking that your merchandise deserves it.

Generally speaking, however, the stores use headquarters promotional material because of the soundness of its preparation. This fact should keep you from being too dictatorial in the kind of promotional material you think should be sent out to back up your item.

"Big-Ticket" Products

Today, of course, Sears is putting all possible emphasis on "soft lines," but in normal times this chain is an equally good outlet for "hard lines" and especially for "big ticket" items such as stoves, plumbing, refrigerators and washing machines. In fact, the brands for which Sears is most famous—the Allstate Tire, Coldsport Refrigerator, Kenmore Washer and Silvertone Radio—are all "big ticket" products.

3. At first glance, *Montgomery Ward & Co.* is quite similar to Sears. There's a mail-order business, of course, and 625 stores. Volume is a little less; \$634,358,509 in 1942, to be exact. And that's about as far as the similarity goes.

Sears stores are located in cities, where the catalog does not reach. Ward's plan was to set up stores in towns where the good-will created by the catalog would be an important factor in making the retail operation successful. In Sears, sales promotion and merchandising are de-centralized; in Ward's they are strongly centralized. Sears adopts an individual name for each private brand; Ward's puts practically all private brands under the Ward name.

Ward's centralization makes it possible for a manufacturer to work out a merchandising and promotional program with the Chicago or New York office, which will be executed according to plan by the stores because it will go forth from headquarters as a "must." On the other hand, the very fact that this authority is inherent in the Ward buying and sales promotion departments means that your proposition must be airtight or it won't get promotional attention. Sears can afford

will you be ready for PEACE ?

★★ Many manufacturers are preparing for the day of peace although they can not forecast its date. Not only are they planning the conversion of their facilities from wartime to peacetime goods but they are designing improved and new products.

★★ Readers of *Popular Mechanics* are constantly looking for "What's new" in material, equipment and appliances for both their homes and their businesses. They find these new and better things and methods both in the editorial and the advertising pages of *Popular Mechanics*.

★★ Alert manufacturers are using the advertising pages of *Popular Mechanics* to assure themselves of a market for the postwar goods they plan to make. It is low cost insurance, too. Whether you use one page or twelve, the cost is less than a dollar and a quarter per page per thousand.

★★ It is not too early to tell the readers of *Popular Mechanics* what preparations you are making for the day of victory.

POPULAR MECHANICS
Magazine

200 East Ontario Street, Chicago, Illinois.
New York • Detroit • Columbus



"He who holds Alaska may rule the world." This was his prediction. When the Japs occupied the Aleutians, his fervid hope for air power became a leaping flame within the hearts of Americans.

In his READING...in his dreams... deadly new weapons of the sky!

THE TIME: 1902. The place: a bleak Army outpost in Alaska's wilderness. The man: an obscure, young army officer... who, years later, was to become one of the great Americans in history.

Aeroplanes had not then been invented. Pearl Harbor was still locked in the abyss of time. But... all during the long, dark weeks of that arctic winter, the young Lieutenant pored over books on aeronautics. He read ceaselessly of the strategy and tactics of historic generals. He took long walks... mulled over the things he had read... looked aloft, and saw in fantasy a deadly new weapon streaking overhead.

Who was he? His name was Lieut. William L. Mitchell. Later on he became Brig. General Mitchell. Today, he is known to all, beloved by all Americans as just plain Billy Mitchell.

All his life Billy Mitchell drew inspiration and courage from his reading. Reading supported him in his long, hard, uphill fight to prove the military might of the aeroplane. Reading helped him establish the foundations of American Air Power... reading helped him

save America and civilization. But for him... we might have been too late!

THE AWFUL MIGHT OF AIR POWER, forecast by Billy Mitchell years ago, now has been forged in steel-laden skies. But before this could be done, all America had to be awakened to our peril, and educated to the need for a strong air force.

Many times, before Pearl Harbor, *The American Weekly* gave wide publicity to Mitchell's bold thinking; reported many of his military stratagems—in simple language and dramatic pictures all could understand.

This is a policy of *The American Weekly*. It gives light to many startling new developments in the fields of science, medicine, art, education, history and philosophy. It devotes more columns of space to subjects of cultural interest than any other general magazine in America. And these articles are so authentic they have earned a place for *The American Weekly* in the classrooms of schools, colleges and scientific institutions throughout the country.

So, too, this great magazine has a fascination for the millions because its stirring tales of love and romance, mystery and adventure deal with deep-down fundamental interests of the human heart. The stories are *true*—living, breathing, human documents—they grip the imagination of millions every week.

Week after week... in homes all over this land, over 7,750,000 families receive their copy of *The American Weekly*. Who can measure its deep and fundamental influence? It educates, enlightens. It stimulates the minds of millions; awakens young and old to new ideas.



Cock-a-Doodle-Do!

The first issue of *The American Weekly* in its new size appeared January 2. It went into the largest number of homes ever reached in the Weekly's 47-year history. It carried to these homes more editorial features than ever before. More than ever it offers the manufacturer the opportunity to place his products or his company before the eyes of the millions whose goodwill can determine leadership.

THE AMERICAN WEEKLY

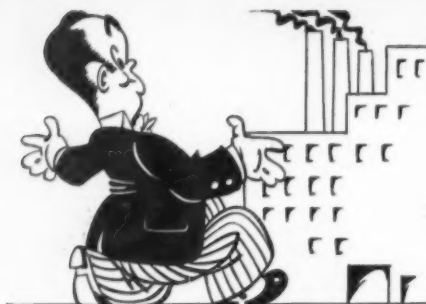
Greatest
Circulation
in the World

"The Nation's Reading Habit"

MAIN OFFICE: 959 EIGHTH AVENUE, NEW YORK CITY

JANUARY 1, 1944

[37]



"BECAUSE WE LOVE YOU!"...

MOST folks do business with other folks because they like the way other folks do business. Your customers will like you more—enjoy doing business with you more—if you show them **NOW** that you are thinking of them. A mail-campaign will do it!

Write for Free Booklet "Looking Ahead"—on your business stationery, please.

Hutzler Advertising Agency
1333-1336 Third National Building
DAYTON 2, OHIO

to send out from headquarters twice as much promotional material as the average store can use, leaving the final selection to the store personnel. Thus your merchandise might be promoted by half the stores, or 25% of them. In Ward's, on the other hand, if half the stores promote your line it's because headquarters told them to, and if headquarters tells all the stores to promote it, you'll get 100% coverage.

4. **Allied Stores Co.**, with 61 stores and a 1942 volume of \$170,-828,164, looks more like a group of independent department stores than like a well-integrated chain. Its units are individually named. Typical are Jordan Marsh, Boston, and Herpolzheimer's, Grand Rapids. Also, they retain considerable autonomy, and have their own buying staffs.

What welds Allied into a real department-store chain, in addition to financial control, is its strong headquarters organization. The policies of this organization are determined by a steering-committee of store executives, who meet semi-annually.

The headquarters buyers give the stores constant suggestions and guidance, and have considerable authority in the development of private brands, and the acceptance of new lines. Sales promotion plans are prepared in New York for all Allied stores, and in

addition each local advertising manager prepares his own plans, using the New York plan as a guide.

5. The department-store chain that comes closest to falling into the variety-chain classification is the **W. T. Grant Co.** Its units qualify as department stores, however, chiefly because of their promotional activity.

Grant's is a highly centralized organization, and the promotional material used by the stores comes straight from headquarters. Considerable latitude is allowed the store managers in the selection of specific items which they will feature in their windows or their advertising, but to all intents and purposes a Grant advertisement which you see in the paper is a Grant advertisement as headquarters prepared it.

Similarly, Grant units stock the merchandise and use the training material which headquarters tells them to use. When you sell the W. T. Grant headquarters organization, you may be sure of support from each store.

Grant's sales figures totalled \$153,800,194 in 1942, with 493 stores operating.

Stores Operate Individually

6. Another chain that is made up of what appears to be independent stores is the **Interstate Department Store** group. Its stores operate under their own, individual names, and each store manager is in complete charge of personnel and sales promotion for his unit. The picture changes, however, when we look at the Interstate buying operation. Although the stores do a little buying locally, 98% of all merchandise is bought through Interstate's New York office.

There is a sales promotion manager in the Interstate New York office, who has the important job of getting out monthly sales plans for the stores, and also special information on specific items. Still, the store advertising manager uses the central office material merely as a group of suggestions which he accepts or rejects as he sees fit.

Interstate is relatively small as department-store chains go, with 39 stores in operation and a 1942 volume of \$35,345,292. Its small size may well prove an advantage to many manufacturers who would like to start in this field in a small way.

7. **Belk Brothers Co.**, a southern department-store chain with 187 units, is family-owned and does not announce its figures. Belk merchandising and sales promotion policies are de-centralized; in fact, the only promotions that are, in normal times, general throughout the chain are the January and July clearances. Also the chain has been highly successful in

The PETERSBURG, VIRGINIA PROGRESS-INDEX

desires to announce that effective January 1, 1944 their representatives in the national field will be

The John Budd Company

New York
Chicago

Dallas
Atlanta
San Francisco

Los Angeles
Seattle

who didn't get his ice cream

THE FOLLOWING letter came to LIFE's offices from an enlisted man overseas:

"By much coaxing I finally got hold of your Dec. 10, 1942, issue of LIFE from a fellow soldier who in turn had bummed it from a merchant marine.

"I started to read it right away, and when the whistle blew for retreat, I had just begun your article 'Out of a Disaster One Year Ago a Greater Nation Has Been Born.' I could hardly wait until retreat was over, so I could finish the article.

"And even when chow was going and we were having ice cream, which I hadn't tasted for four months, your magazine was more interesting. I missed the cream and may not have the chance of more for months to come, but if I have any preference of LIFE or ice cream, I'll take LIFE every time.

"We are hungry for letters and all kinds of reading material from the States. Especially LIFE, which I think is the greatest magazine ever printed.

"Appreciating every picture and word in LIFE..."

One of thousands

This letter—one of thousands LIFE has received from soldiers, sailors, and marines all over the world—is

JANUARY 1, 1944

an accurate reflection of the enthusiasm servicemen feel for the magazine.

In LIFE's exciting pages they find nearly the equivalent of a big, fat letter from the folks at home. They see what's happening in the factories, in the movies, in the small towns, on Broadway, in Washington, on the farms—in short, they see America.

Servicemen, like home fronters, have many different reasons for enjoying LIFE. But all their reasons seem to have these underlying points in common: they like LIFE because of (1) its swift, lucid style of photo-and-text reporting and for (2) its great variety of important and arresting material.

In camp and abroad, LIFE is an overwhelming favorite with servicemen. And among civilian readers, LIFE has 22,000,000 fans. *No other magazine ever had such a huge audience every week!*



"Eyes for the minds of America"

NASHVILLE



Tennessee Walking Horse Famous the World Over

Here are three grand champions from Oakwood Acres Farms, located in the NASHVILLE MARKET, the home of the TENNESSEE WALKING HORSE.

Today, this strain of horses is famed as "pleasure" animals. They were originally used by early Tennessee settlers who needed horses which could take them over roads and hills . . . and through valleys . . . and which could also be used for farming purposes in a new land.

The Tennessee Walking Horse, like other of Middle Tennessee's achievements, was born of the pioneering, industrious effort which developed this rich area into a fine market of a quarter of a million families.

Because of these dominant traits—the will to work . . . the skill to produce . . . and the courage to go forward—the Nashville market will always be a good investment for advertisers who plan for the future as well as for today.

NASHVILLE CITY ZONE POPULATION . . 257,726
NASHVILLE MARKET POPULATION . . . 920,843

Reach This Market Through Two Great Newspapers

Nashville Banner
EVENING
The Nashville Tennessean
MORNING SUNDAY
REPRESENTED BY
THE BRANHAM COMPANY

the development of certain private brands, such as Jack Rabbitt and Red Camel Overalls.

The chain's de-centralization extends even to the stores themselves. Many do not operate under the name of Belk; some are separately incorporated. But even so, the buyers from the individual stores make frequent trips to New York, and the bulk of the buying is done through the Belk New York buying office. That's the place for the manufacturer who would like to do business with Belk as a chain.

De-centralized Promotion

8. Another of the family-owned, southern chains is *Efird's*, with 54 stores and volume that is probably in the neighborhood of \$15,000,000. This chain centralizes its buying in Charlotte and New York, but sales promotion is completely de-centralized. Efird stores are frequently the largest in their cities, and carry a line of merchandise which runs from women's fashions to furniture and rugs. The chain makes no special effort to develop its own private brands or its own merchandise specifications. If you'd like to do business on a chain-wide basis with the type of store that buys what's available in the market and passes it along to its customers without trying to mold it to fit its own policies, talk to Efird's.

9. *Charles Stores Co.*, operating 40 units with a 1942 volume of approximately \$11,000,000, is as completely centralized as Belk is de-centralized. Buying and sales promotion are handled 100% in New York. The individual units are typical popular-price department stores, featuring fashion goods and soft lines only.

These nine chains may be regarded as the leaders in this field today. Will they be after the war? Chances are they will, although others will probably have to be added to the list of leaders. Goodrich and Firestone have plans which may put them in the department-store chain field; the Chicago Mail Order Co. is talking about opening a chain of stores. No doubt there will be others. But the nine we have discussed are well entrenched, and worthy of prime consideration by any manufacturer.

(A following article by Mr. Cumming will cover in detail how to work with the department-store chains; under what conditions they will promote the manufacturer's national brand; when a private brand may be advantageous to the manufacturer, the general store buyer, the store manager, the division head, the sales person, and sales promotion for the department-store chains.—THE EDITORS.)

RADIOGRAM... URGENT

FROM: The Fighting Fronts

TO: Every Advertising Man

SUBJECT:

WASTED PAPER MEANS WASTED LIVES!

EVERY time a Sales Manager asks for *five* copies of a report when *two* would do . . . there's less paper to make cartridge boxes for a kid on Tarawa . . .

Every time a Sales Promotion Manager burns old displays and mailing pieces . . . an order for helmet linings may have to wait a little longer . . .

Every time a Market Data File Clerk retains old material that can't possibly be used . . . it slows up deliveries of blood plasma containers . . .

Remember—the waste paper you throw away or have buried in old files makes or wraps more than 700,000 items used by our fighting forces.

Right now waste paper is so short that 25 war plants have had to close already . . . and 100 more are on part-time.

This emergency is so critical . . . the need so desperate . . . that the Government is being forced to meet many current needs with precious wood pulp.

That's one reason why you're finding it increasingly difficult to get paper board cartons and containers . . . and to buy advertising space in newspapers and magazines.

Hence it's not only good patriotism, but good business for your company to do something about this, NOW!

* * * *

As in the case of scrap metal, Donald Nelson has called on the Newspapers of America to help organize the nation for this Waste Paper Drive.

HERE'S WHAT WE'VE GOT TO DO:

To keep the mills running, the country must turn in 8,000,000 tons of waste paper next year and that's 2,000,000 tons more than was collected this year.

That's some 166,000 tons more than present collections!

The paper is available. The problem is to dig it out and collect it. Here's how you can do your part:

1. APPOINT YOUR OWN "WASTE-PAPER SPOTTER." Make it his job to search out your company's waste paper. You have more than you think!
2. "BUNDLE" YOUR PAPER. Make packages of newspapers, magazines, cartons, stationery.
3. TURN IT IN NOW. Your city has made special preparations to collect it. See your local newspaper.
4. Write your dealers and distributors. Urge them to do the same.



For information concerning this campaign, write or wire

U. S. Victory **WASTE PAPER** Campaign

370 LEXINGTON AVENUE, N. Y. 17, N. Y.

THIS SPACE COURTESY OF THE SCRIPPS-HOWARD NEWSPAPERS

JANUARY 1, 1944

[43]

Friendly Talk About Raybestos Accompanies Dividend Checks

What does a company make that stockholders should themselves be buying? How big is the product family? What are the firm's most pressing general management problems? This is the type of subject matter which builds significant messages to stockholders.

TO many stockholders, the slip of paper or folder which accompanies a dividend is important only because it announces the rate of interest paid. To the alert company management, this is not the case. More and more in recent years, management has come to realize that stockholders are consumers and prospective customers as well. Sometimes they can also be salesmen for the firm. Their good-will is worth cultivating.

Changing trends in dividend enclosures can be studied through examination of a set used by Raybestos-Manhattan, Inc., Passaic, N. J., during the past ten years. Compare the enclosure of June 15, 1933, with the Christmas announcement of 1943.

The Christmas or December 15 announcements for both 1942 and 1943 are presented in the same format—in green, red, black and white, with candle and poinsettia decorative designs. Since these were issued in wartime, there is no place for patronage or selling help, but each lists a column of "Principal Products" by basic type; that is, rubber, asbestos, woven glass, etc., and wisely, since one of the problems of a company making so many items (30,000) is that of making the public remember what it produces.

President Writes Letter

Each of these enclosures devotes most of the text (with the exception of the routine dividend announcement and plea for change-of-address information) to a letter from Mr. S. Simpson, who wrote the letter in the first announcement mentioned in this article. Still the president of the company, Mr. Simpson addresses stockholders in simple, straight-from-the-shoulder language similar to that used in writing a letter to a good friend. He tells of wartime problems—manpower shortage, high taxes, the freezing of wages, which "prevent the recognition of work which is above the average . . ." "Our sales are very high but, of course, net profits are small in proportion to sales, and this is as it should be in wartime," is a sentence

in the 1942 letter. The 1943 letter contains the comment, "High taxes in wartime are right and just, but excessive taxation is open to question." And again, "You read in the newspapers that after the war we are going to experience many changed conditions in every walk of life. Well, do not look for changes as soon as the war ends. Utopia cannot be created in a day."

Inject Sales Talk

Now turn to the enclosure used in June 15, 1933:

Printed on plain cream-color paper, in black ink, without any adornment, it was a sheet a little larger than half the size of an 8 x 10 letter head, folded in half to fit into a No. 10 envelope, with the name of the firm on the front, in large letters, and the names of operating units in smaller letters. On the inside there was a letter from the president, Mr. S. Simpson. On the back, there was the usual blank for notification of a change of address by the stockholder. The letter, written during the depression, contained a brief discussion of the firm's financial position—which was quite good, as sales were continuing "to show gratifying increases," and current operations, "a welcome profit."

But the most interesting part of Mr. Simpson's letter was the last paragraph, which showed that even then Raybestos-Manhattan was aware of the value of making stockholders into consumers of the firm's products:

"A recent survey of the automobile trade by one of the standard business journals shows that 50% of all automobiles on the road have defective brakes. Does this apply to your car? If so, have them repaired and use one of the Raybestos-Manhattan, Inc., Brake Linings."

By September, 1936, Raybestos-Manhattan's dividend announcement folder had been enlarged into full letter-size, necessitating two folds instead of just one; and color and decoration had been added. Bright blue, in addition to black and white, were used for that quarter's announcement. For adornment there were dots, to break

up the type and to enliven the border, and drawings of some of the plants.

But the most important innovation was the injection of educational material to acquaint stockholders with the variety and scope of the firm's products. Under the heading, "Principal Raybestos-Manhattan Products," were listed eighteen different classifications, such as Rubber Hose for Air-Steam, Radiator, Suction, Water, Fire, Garden . . . Asbestos Fibre, etc.

Another section of the leaflet, headed, "Your Company Deserves Support," suggested that stockholders use their buying power to enlarge the profits and dividends of the company, as "such cooperation will be mutually profitable."

With the issuance of the dividend announcement for March, 1937, the program of educating stockholders was carried still farther. That enclosure was devoted to the products of the Raybestos Division at Bridgeport and Stratford, Conn. In addition to a list of the principal products of that Division, there was a discussion of its position in the automotive replacement field, its history, its affiliated plants, etc. There were also photographs, one showing Raybestos Heavy-Duty linings, another an Inertia Dynamometer.

In 1939, this educational program was still in progress, and we find the enclosure for September of that year listing products, according to Operating Divisions of the Corporation, with a five-paragraph section on "A New Raybestos-Manhattan Product," the Manhattan bowling ball.

Builds Stockholder Loyalty

With each succeeding year, as you can judge from the 1942 and 1943 announcements, the relationship between the Raybestos-Manhattan stockholder and the company improved. The stockholder realizes that the company is a whale of a big one—but is not inhuman. In fact, the president must be the kind of a fellow to whom you could send a gripe or toss a bouquet, knowing that it would be respectfully received, even if you happened to own only one share of stock. One of the most interesting paragraphs in the president's 1942 letter read: "Personally, I'm a little disappointed that I do not receive more suggestions or constructive criticisms from you."

And if you're a stockholder, and don't specify Raybestos-Manhattan, when buying a belt for a refrigerator or washing machine, or when having your automobile breaks relined, it won't be because the company has failed to tell you how to further your own interests in furthering the interests of Raybestos-Manhattan.



**"My gosh — I hear
they're going to
sell meat without
bones!"**

Yes, it's bad news for Fido. But it's good news for everyone else — this new idea in merchandising, planned for the post-war U.S.A.

Instead of shipping bones, which take up space and add weight, from packing house to wholesale depots to butcher shops—roasts, steaks, chops may be cut, trimmed, boned and packaged by the packer. These packaged meats would be displayed in the store all ready to pick up and carry home.

Results: A big saving in shipping expense that should result in lower prices for meats. Shopping made easier. Time saved for the retail store.

Here you have just one example of the improvements in merchandising and distribution that are due to arrive in the post-war future. New ideas. New products. *New packages* . . . more efficient, more appealing, more self-selling.

We believe Cellophane will play an important part in post-war packaging. What we have learned during eighteen years of peacetime research and what we are learning now in solving many vital wartime packaging problems will help to make this so.

FREE BOOKLET

An interesting booklet containing this and other advertisements in our series, "Glimpses into the Wonder World of Tomorrow," is yours for the asking. Write E. I. du Pont de Nemours & Co. (Inc.), Cellophane Division, Wilmington 98, Delaware.

BUY WAR BONDS AND STAMPS

Du Pont Cellophane



BETTER THINGS FOR BETTER LIVING . . . THROUGH CHEMISTRY

JANUARY 1, 1944

[45]

Wanted: a Realistic Post-War Program For Firms Selling to Industry

In Part I of this article Mr. Spooner outlined the type of research program he feels is needed now for firms in the industrial field. Here he discusses fact-gathering for specific phases of post-war marketing, such as building a sales force and mapping territories.

Part II of an article in two parts

BY W. B. SPOONER, JR.

*Spooner & Kriegel
Industrial Counsel
New York City*

(Part I of this article appeared in *SALES MANAGEMENT* for December 15, 1943. It is the twenty-sixth of a series of articles this magazine has been presenting on post-war planning — THE EDITORS.)

THE same technique recommended for use in analyzing industrial markets and product applications will serve to produce, simultaneously, the data needed to answer vital questions on sales control and other phases of the subject of industrial sales and sales promotion.

Analyze Your Market

Sales Control—Dig for basic facts here, as you dig for market and application data. Analyze sales in markets and sales areas to determine what results were obtained, particularly on a pre-war basis, in various territories. Look at your whole program of sales control with a cold and fishy eye, taking no procedures or policies for granted, regardless of apparent successes, until your studies of results prove their value.

Bear in mind, at all times, that unless your case is most exceptional, real sales "experience" stopped when the country's war program began to get under way. The only place you can look for an analysis of your sales actions and sales results is in the pre-war period.

Remember, too, that you probably have had no occasion to correct errors in sales methods since the war began. Without a very sceptical examination of pre-war policies, methods and actual results, you do not have a real picture of your present potentialities for post-war selling!

Is the main office setup for sales control effective? Do you leave your men too much on their own with too

little useful sales data? Do the men in the field get close personal contact with sales management as often as necessary?

Have you learned any lessons in sales control in one or two markets which have not been applied to all? Does the home office know the markets and applications for all products as they should, or is a large body of useful information kept in the district offices, or worse still, in the heads of individual salesmen?

Are you using sales manual data long since outmoded in treatment and content?

Are you flooding your sales force with miscellaneous data to the extent that important information is neglected?

There isn't any check-list for what you should be looking for when you study your sales control methods. Get the facts on actual results, by digging them out. When you analyze them, most of the pluses and minuses you need to know about will be brought to light by the reasons developed for your successes or failures.

Sales Force—Take a cold-blooded look at your sales force, both as is and "as was." If you have reduced it to a skeleton framework of men you want to keep, because war business made it possible to get rid of your poor producers, examine the past, as well as the present, performance of those who remain. Then make certain whether or not the basis on which they were retained was performance and ability, rather than favorable breaks and, above all, a few large accounts in otherwise poorly developed territories. Study the performance of those no longer with you to see whether, from a realistic point of view, some of them were not better than those you have retained. Analyze the reasons why

this is so, if you come to such conclusions.

Since you will need new men, in most cases, what qualifications are you going to set, based on a factual study of territorial results? Do you need men with more, or less, technical background? Do you want your own men, paid by the company on a drawing account plus commission or some similar basis which makes them your own, subject to orders and discipline? Or do you want manufacturers' representatives? What about your commission rates? Your method of handling orders in split sales? Again, do a fact-finding job, without prejudice, favor or personal feelings and let the facts indicate both weaknesses to be corrected and jobs well done.

Sales Territories—Here is one spot where taking things for granted is fatal. When you have the facts on territorial achievement by markets, measured against potentials, make up your mind whether your territories are too large or too small—and most important, properly set up for really adequate coverage. Do you *know* what the strengths and weaknesses are in each present territory? If you are going to set up new sales areas, can you gauge their value in potential and desirable sales volume by markets? How well do your salesmen know their territories and their potentialities? The detailed analysis suggested will definitely show up market opportunities missed by many salesmen. What are their reasons for such situations? Do you accept them, or does the study indicate weakness on the part of the home office, the salesman or both?

How do your present sales territories stack up in potential coverage and ability of salesmen to cover the new industrial areas set up by the war, many of which will remain and even grow after the war?

As before, your job in gathering facts and analyzing them is to be coldly objective, utilizing past practices as a measure of accomplishment, but never accepting any of them without sound justification for existence in the competitive post-war days.

Sales Promotion and Advertising—While it is true that your study of sales and markets will not give you direct data on which to base sales promotion and advertising ideas, it will be a guide to the extent to which past

promotion and advertising actually reached all worthwhile markets and all extensive applications, not to mention adequate coverage of your products.

In any event, your sales promotion and advertising efforts of the past, as well as any plans which may have motivated them, should be examined most critically. (It is not always safe to assume that industrial advertising and sales promotion is based on a plan.) Determine what the objectives were and what results were obtained. Every phase of advertising and sales promotion you have used and those you may not have used should be examined, from display advertising to direct mail; technical articles to dealer handouts; industrial motion pictures to sales manuals; sales training courses to sales conventions.

Now is an excellent time to divorce yourself from routine in advertising and promotion. Don't accept imitative ideas or loose thinking, no matter how long their whiskers may be. Don't let high-pressure selling or starry-eyed enthusiasm sell you on ideas which won't stand a stoney "Is (or was) this really good?" attitude. If you've been spending money on fundamentally useless advertising or sales promotion (no matter with how much sugar coating of "good-will, post-war education" and other alibis you used to swallow it), get critical with yourself. At least admit that spending advertising out of excess profits solely to avoid paying taxes to Uncle Sam when he needs it and at a time when even the most wasteful government spending for wartime needs has much more justification, is not "cricket", to say the least!

Test Your Own V-Day Plans

There are some fundamentals in industrial advertising and sales promotion, into which every concept of media, theme, and execution can be integrated. Will your post-war activities along these lines and the preliminary work you are doing today to lay the groundwork for post-war promotion pass these simple tests?

Is the activity (in sales promotion or advertising) directed at and does it reach the important individuals you must influence—such as key men of influence as well as direct buyers, worthwhile markets, dealers, sales representatives, or field men? Does it tell the important men in each market what they most want to know—what your products will do for them, in terms of their own self-interest? Are you using the medium or the method in question because you have thought it out and know what it can (and cannot) do for you or because your competitor does it, you always have

done it, or because you've been sold by pressure or emotion and not reason?

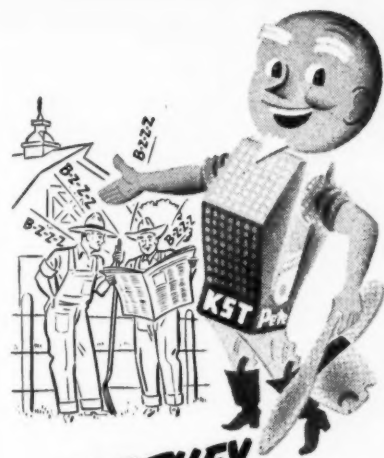
You'll be able to reach any objectives you set in post-war days, as well as in the future, on considerable reduced budgets and with materially increased results, if you'll apply the same cold-blooded realism to your advertising and sales promotion plans that you do to production problems. And this doesn't mean that you have to dampen the least bit of enthusiasm or imagination in your sales promotion and advertising personnel!

Production—The results of fact-finding and analysis in the field of markets and uses should be of tremendous importance in providing data for post-war production plans.

These data should not only crystallize your ideas as to the kinds of products you are going to sell to each worthwhile market, but indicate, particularly in the neglected market and use area, both possible product improvements and possible new products. Once you have a clear picture of what a market uses your products for, the step of finding out by every possible means just what improvements in your products, or what related new products that market would like to have, should be taken. You'll get farther and waste much less energy in doing this sound job well, than in worrying about rumored new products coming out of your competitors' development laboratories. There's many a possible improvement in many an existing product which will make it better in performance and in service than many a brand new item!

You may have new products already moving along the line from idea to achievement. If they meet definite needs, or make possible a more favorable competitive selling picture, even in markets which are new to you, they have a place in the plan, of course. But don't let newness or novelty blind you to the old products and their future possibilities, or impress you with a false picture of easily won successes.

Your files may contain many ideas for improvements on old products as well as for new products, going back years in your history, which never have been carried out. Re-examine all of them. Some may be ripe for tomorrow. You may have produced many items for war use which are today showing a reasonable profit, however much trouble you may have had in learning how to attain the profit level. Decision as to whether or not you should continue in such fields after the war is in the main governed by marketing, rather than production factors. But if you have had to tool up or build new facilities to meet such wartime demands, and particularly if



WHAT THEY TALK ABOUT—THEY LISTEN TO

They? . . . the prosperous folks in rural Minnesota — the nation's *fifth richest* farm state. And they certainly are talking about the KSTP program ads appearing each week in the 344 country newspapers in our coverage area.

What *kind* of ads? Well—that's another story, but they're really *doing a job*. We have a hunch they may be a *new idea* in audience promotion, but we don't know. We don't even *care*. What we *do* know and care about is the fact that rural Minnesota *is talking* about the ads, and *listening* to the programs advertised. We've evidence aplenty of that.

These ads are just *one part* of the continuous promotional campaign by which KSTP is strengthening its grip on Minnesota's bulging rural pocketbook. Other current promotional activities include:

1. Personal appearances of KSTP's Barn Dance group in Minnesota towns.
2. Big ads in "The Farmer" (Minnesota farm circulation 147,000).
3. Full-page ads in "Land-O'-Lakes News," reaching 65,000 Minnesota farms.
4. "On the Minnesota Farm Front" (column by Harry Aspleaf, KSTP's Farm Service Director) published weekly by 81 country newspapers.
5. "Around Radio Row" (radio news-and-gossip column) published weekly by 70 country newspapers.

All of which means that in addition to our *effective* and *economical* coverage of the Twin Cities—Minnesota's primary market—KSTP gives you a *paying plus* in the form of a rapidly-increasing rural audience.



these facilities are not easily adaptable to your regular line, this existing and readily available source of production might go a long way toward overcoming the difficulties of heavy and established competition in the post-war markets for these products. But be sure you make your decisions on the basis of facts and not on that of finding reasons for using facilities which, in the long run might cost you less if they were scrapped or converted when their war uses were ended. Certainly if continued production of items normally foreign to your line will seriously affect production of your regular products or your ability to market them aggressively, you'll think more than twice about continuing them.

You'll need to take a most careful look at your whole production set-up, to determine how well it is geared to meet the production program your data indicates post-war times will bring. You may have to get along with obsolete equipment or may have worn out equipment in war production. Adequate production economy and efficiency may demand that this equipment be scrapped. In fact, it seems that many a plant will go into the post-war period with new, better disposed and more wisely used equipment and manufacturing methods, not so much for improved quality, but for the ability such planned production methods will give them, to meet competitive prices which have handicapped them up to now.

Do You Know Your Costs?

This brings up a hardy perennial, which nevertheless deserves the most painstaking attention. Do you know your costs? Pre-war and war costs are vitally important because price may well be the deciding factor in many a post-war sales program. If your setup does not provide accurate, dependable cost data for every product, you are putting the biggest stumbling block possible in the way of effective post-war selling.

In practically every business, inadequate cost data are forcing the sale of at least one product at improper price levels to the detriment of its real potentials. Dependable cost data in many cases provide for immediate price adjustments, and in all necessary cases put the job of cost adjustment in the hands of the production men.

The market and use analysis on which the search for data recommended in these pages is based, will serve as a useful guide to locating items in the line which are handicapped by poor cost data and out-of-line prices.

As in marketing, it would seem highly desirable to study past and present production equipment and

methods with an exceedingly critical eye. Relatively few of us will have the opportunity of starting the post-war battle with a new, freshly equipped plant. But not one of us dares accept the responsibility of assuming that the layout and the machines we are operating today are completely up to the job we're going to have to do after the war.

Oh yes—the new materials, the new techniques, the revolutions which make all past history insignificant! What about them—in relation to old and new products and production plans? The promise is tremendous. The realities are beyond question, though the dreams are, many of them, hazy.

Watch New Ideas in Design

There is not any real reason for anyone to go overboard on this question, either in the direction of these new things, or away from them! Don't let the visionaries get you into by-paths. Don't let the reactionaries keep you from experimenting and trying-out. Forget the developments you have not yet heard of, however much you may be afraid, for example, that if you standardize on a certain plastic as a construction material a new light metal alloy used by a competitor, will drive you off the market. There are enough new, practical and available materials now ready for test and experiment to keep you busy, and quite up to date. Make sure you *know* how good they are for your products and your facilities. When you strike something with real promise, investigate what is being done with similar materials or techniques, so that you don't freeze your own production plans too soon.

By all means, watch all possible sources for new ideas affecting the production and design of your products and related items and keep every garnered idea in a file which you use often. But don't make the "new-things" well the only one from which you draw water for production. All these animad-versions of new products and production are based on the average plant, with the average run-of-mine research, development, production and marketing men. If you are fortunate enough in having a genius or so in any of these departments, all ordinary bets are off. Give them their heads and take many more chances than you could possibly afford to take with ordinary men. Just be sure that *your* feet are not off the ground for any extended intervals and check your genii when they get up too much speed! No ordinary procedures apply when real genius goes to work. But be sure you're dealing with the authentic variety!

Competition—You can waste valuable time and effort if you put in too much time worrying about competition's post-war plans. What you *know* about them which can help you improve your own picture is one thing. Shivering in apprehension about the unknown is something else entirely.

Your analysis of your own pre-war and wartime sales will lead inevitably to a comparison of competitive products and methods from every angle. Get *facts* here, too. Don't let past battles and past prejudices blind you. If competition has been doing a better job than you in any way, make sure you know how and why and plan your own remedies accordingly.

By and large, it will be far more effective if you keep your eyes on your own ball, know what your markets need or would like to have, plan to be able to offer it to them and make sure they know you have it to offer. Sometimes your competition, or at least some part of it, may have such a jump on you in certain fields that nothing you can do can overcome some of their advantages. Then you can try to find a place in those fields where you can fit in, in spite of their advantage, or better still, concentrate on fields where you have a chance for your white alley, instead of allowing pride or habit to force you to constantly try pushing water uphill.

As a matter of fact, a distressingly large proportion of us industrial merchandisers depend on tradition, past prejudice and old-wives tales for our knowledge of competition. It is the most-used alibi of salesmen and even of production men. You'll be surprised at the volume of facts a determined study of industrial markets and applications, as well as potentials will bring out about competition. And you'll be equally surprised at the nature of the facts and how often they are at considerable variance with your present ideas.

Get the facts—In brief, you've got to *think* about the post-war period. It will be wise of you to think with a mind equipped with the facts of the case, rather than with the usual accumulation of prejudices and assumptions we all work with unless we have deliberately sought for the real facts. The time for getting the facts is short, because it is not an easy job to establish them and the job cannot be rushed, no matter how great the need.

With the facts, you can not only plan to the limit of practicability on your present products, but you also will have available for use many indications and trends of inestimable value in gauging markets, uses and designs for new ones.



1944

Beginning the 69th year of
The Chicago Daily News,
Chicago's home newspaper and

BASIC

Advertising Medium

A Selected Reading List for Sales Executives and Their Salesmen

"Refresher courses" are in vogue, for management realizes the importance of bringing its thinking up to date. Because SM is constantly being asked to recommend source material, we present this custom-built bibliography, classified as to subject matter.

(This is Part II of SM's recommended book list. Part I appeared in the December 15, 1943, issue, and included books on Advertising Principles and Methods, Business Management, Economic Policy and Planning, Economics of Consumption, Executive Function and Control, Leadership, and Market Research. It also included the complete list of publishers' names and addresses, covering both Parts I and II.—THE EDITORS)

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- Agnew, Hugh E. & Houghton, Dale—**Marketing Policies**. McGraw-Hill, 1941. \$4.00.
- Agnew, Hugh E. & others—**Outlines of Marketing**. 2nd ed. McGraw-Hill, 1942. \$3.00.
- Allen, Walter A.—**Effective Distribution Through Manufacturers' Agents**. Pub. by the author, Box 3007, New Haven, Conn., 1939. \$1.00.
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- Barker, C. W. & Anshen, Melvin—**Modern Marketing**. McGraw-Hill, 1939. \$2.75.
- Blankertz, Donald F.—**Marketing Co-operatives**. Ronald, 1940. \$4.00.
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- Castenholz, W. B.—**Control of Distribution Costs and Sales**. Harper, 1930. \$3.50.
- Converse, Paul D.—**Essentials of Distribution**. Prentice-Hall, 1936. \$3.00.
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- Cowan, D. R. G.—**Sales Analysis from the Management Standpoint**. University of Chicago Press, 1938. \$2.00.
- Fatt, A. C. & Weiss, E. B.—**How to Increase Your Business Through Department Stores**. Grey Advertising Agency, 166 W. 32nd St., N.Y.C., 1941. \$7.50.
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- Longman, D. R.—**Distribution Cost Analysis**. Harper, 1941. \$4.00.
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McNair, Malcolm P. & others—**Distribution Costs; an International Digest**. Harvard University Bureau of Business Research, 1941. \$10.

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Nourse, Edwin G.—**Appraising the Responsiveness of Market Demand**. Paper. Brookings Institution, 1942. 25 cents.

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Nourse, Edwin G.—**Distribution Costs—Wasting at the Bunghole**. Paper. Brookings Institution, 1942. 25 cents.

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Shirk, Amos U.—**Marketing Through Food Brokers**. McGraw-Hill, 1939. \$3.50.

Sorenson, Helen L.—**Consumer Movement; What It Is and What It Means**. Harper, 1941. \$2.50.

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Vaughan, Floyd L.—**Marketing**. Farrar, 1942. \$3.50.

Weiss, E. B.—**How to Sell to and Through Department Stores**. McGraw-Hill, 1936. \$2.50.

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Post-War World:

Chase, Stuart—**Budget of Our Needs and Resources; Goals for America; Road We Are Traveling**. 1941-1942. Twentieth Century Fund. \$1.00.



"Darling, if you haven't anything to sell and don't want to be bothered turning down orders, why not just remove your name from your ads?"

Here's

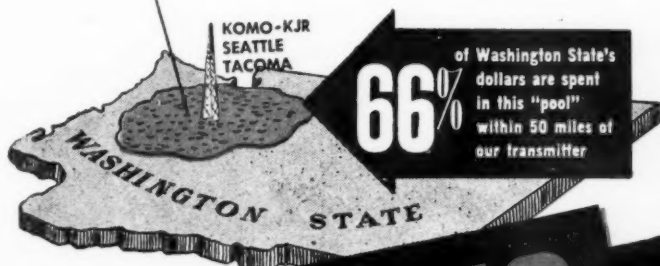
Where you get the **BIG SALES**
in Washington State



It's like "shootin' fish in a rain barrel" to do BIG business in Washington State! Because over 66% of the entire State's effective buying income is *concentrated* in a "pool" — within 50 miles of the KOMO-KJR transmitter. No need to "fish" all over this State — concentrate where you **KNOW** the big sales are — the Seattle Area.

TODAY — \$1,454 per capita is the effective buying income in this area as reported by Sales Management . . . far above the national average.

TOMORROW — Post-war development of Alaska, Russia, China, and a wealth of natural resources point to a brilliant future for this area.



BIG KING SALMON
and **BIG SALES**
are easy to get in the
Puget Sound area of
Washington State



EDWARD PETRY & CO.
New York, Chicago,
Detroit, St. Louis, Los Angeles, San Francisco

PAUL H. RAYMER
Chicago, New York, San Francisco, Los Angeles

JANUARY 1, 1944

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- each. (To come: **Dollar Dilemma; Problems of Post-war Finance; Tomorrow's Trade; Problems of Our Foreign Commerce; Farmer, Worker, Businessman; Their Place in Post-war America. Winning the Peace.**)
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- Massel, Mark S.—**Business Reserves for Post-war Survival.** Paper. National Planning Association, 800 21st St., N. W., Washington, D. C. 50 cents.
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- Silberling, Norman J.—**Dynamics of Business.** McGraw-Hill, 1943. \$5.00.
- Stead, William H.—**Democracy Against Unemployment; and Analysis of the Major Problem of Post-war Planning.** Harper, 1942. \$3.00.
- Willkie, Wendell L.—**One World.** Simon & Schuster, 1943. \$2.00; paper, \$1.00.

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- Droke, Maxwell—**How to Handle People.** Garden City, 1942. \$1.39.
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- Harwood, Sumner—**How to Work with People; Scientific Methods of Securing Cooperation.** Cambridge Analytical Services, 1278 Massachusetts Ave., Cambridge, Mass., 1940. \$2.50.
- Hepner, Harry W.—**Psychology Applied to Life and Work.** Prentice-Hall, 1941. \$5.00.

- Heyel, Carl—**How to Create Job Enthusiasm.** McGraw-Hill, 1942. \$2.00.
- Kraines, Samuel H. & Thetford, E. S.—**Managing Your Mind.** Macmillan, 1942. \$2.75.
- Laird, Donald A.—**Why We Don't Like People.** 2nd rev. ed. A. L. Glaser, Chrysler Bldg., N.Y.C. \$2.50.
- Laird, Donald A. & Laird, E. C. L.—**Psychology of Supervising the Working Woman.** McGraw-Hill, 1942. \$2.00.
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- Moore, Herbert—**Psychology for Business and Industry.** 2nd ed. McGraw-Hill, 1942. \$4.00.
- Pennington, Leon A. & others—**Psychology of Military Leadership.** Prentice-Hall, 1943. \$2.95.
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- Pratt, Carroll C.—**Military Psychology.** Paper. American Psychological Association, Northwestern University, Evanston, Ill. 1941. \$1.00.
- Reilly, William J.—**How to Improve Your Human Relations by Straight Thinking.** Harper, 1942. \$2.50.
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- Wheeler, Elmer—**Word Magic; Tested Answers to 100 Everyday Situations.** Blue Ribbon, 1942. \$1.00.
- White, W.—**Psychology of Dealing with People.** New ed. rev. Macmillan, 1941. \$2.50.

Public Relations:

- Albig, William—**Public Opinion.** McGraw-Hill, 19— \$4.00.
- Batchelor, Bronson—**Profitable Public Relations.** Harper, 1938. \$2.50.
- Bernays, Edward L.—**Speak Up for Democracy; What You Can Do—a Practical Plan for Every American Citizen.** Viking, 1940. \$1.00.
- Burnett, Verne—**You and Your Public.** Harper, 1943. \$2.50.
- Childs, H. L.—**Introduction to Public Opinion.** Wiley, 1940. \$1.75.
- Church, D. M. & Jones, J. P.—**At the Bar of Public Opinion.** Inter-River Press, 150 Nassau St., N.Y.C.
- Gallup, George H. & Rae, S. F.—**Pulse of Democracy; the Public Opinion Poll and How it Works.** Simon & Schuster, 1940. \$2.50.
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- Selva, J. P. & Lee, M. M.—**Making the Annual Report Speak for Industry.** McGraw-Hill, 1939. \$4.00.
- Walker, S. H. & Sklar, P.—**Business Finds Its Voice.** Harper, 1938. \$1.25.

FIRESTONE

Comes To Winston-Salem

—with its flotation gear department . . . moved here from Akron, Ohio. The plant, put in operation about December 15 will employ some 1,100 persons in the manufacture of the largest rubber lifeboat of its kind in the world.

—thus is created another "plus" payroll . . . adding more "activity" to what is already a "must" market for advertisers.

JOURNAL and SENTINEL

Winston-Salem, North Carolina

National Representatives: KELLY-SMITH COMPANY

NBC—Radio Station WSJS—NBC

Now Is the Time to
BUY BONDS



Yes we have

nothing to sell
but...
paradoxically
we are selling it.
In newspapers,
ads by the dozen
featured NBC's
"Parade of the Stars."
But that wasn't all.
One hundred
and ninety one
twenty-four sheet posters
(like the one shown)
with sixty one
changes of copy,
told the story
of KFI's and NBC's
program leadership.
It's promotion like this
that keeps KFI
at the top of
the listener list
among all
Western radio stations.

KFI
LOS ANGELES

N. B. C. Affiliate
50,000 WATTS—CLEAR CHANNEL
640 KILOCYCLES

Barre C. Anthony, Inc.
EDWARD PETRY & CO., INC.
NATIONAL REPRESENTATIVES



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Public Speaking:

Borden, Richard C.—**Public Speaking as Listeners Like It**. Harper, 1935. \$1.50.

Brin, Joseph G.—**Personal Power Through Public Speech**. Harper, 1940. \$1.50.

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Nizer, Louis—**Thinking on Your Feet**. Liveright, 1940. \$2.50.

Peabody, George E.—**How to Speak Effectively**. 2nd ed. Wiley, 1942. \$1.25.

Prochnow, Herbert V.—**Public Speaker's Treasure Chest**. Harper, 1942. \$3.50.

Reager, Richard C. & others—**Speech Is Easy**. Rutgers, 1943. \$1.25.

Sandford, William P. & Yeager, W. H.—**Principles of Effective Speaking**. 4th ed. rev. Ronald, 1942. \$2.75.

Wood, Clement—**More Power to Your Words!** Prentice-Hall, 1940. \$2.50.

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Burnett, Verne E.—**You and Your Public**. Harper, 1943. \$2.50.

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Wright, Milton—**How to Get Publicity**. McGraw-Hill, 1935. \$2.00.

Sales Management:

American Management Association—**Efficient Management of the Sales Organization**. Published by the Association. \$1.25.

American Management Association—**New Problems of Sales Management**. Published by the Association. 50 cents.

American Management Association—**Sales Costs and Price Policy**. Published by the Association. 75 cents.

American Management Association—**Sales Personnel Techniques**. Published by the Association. \$1.25.

American Management Association—**Training and Paying Salesmen**. Published by the Association. 50 cents.

Aspley, John Cameron—**Sales Managers Handbook**. 3rd rev. ed. Dartnell Corp., 1940. Leatherette, \$6.50; leather, \$7.50.

Canfield, Bertrand R.—**Sales Administration**. Prentice-Hall, 1938. \$5.00.

Cowan, D. R. G.—**Sales Analysis from the Management Standpoint**. University of Chicago Press, 1938. \$2.00.

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Fox, W. M.—**Profitable Control of Salesmen's Activities**. McGraw-Hill, 1937. \$2.50.

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Larrabee, C. B. & Marks, H. W., eds.—

SALES MANAGEMENT



FOR POSTWAR PROGRESS ... Houston holds a winning hand

Already the South's biggest city (according to a compilation made by the J. Walter Thompson Company, of No. 2 War Ration Books) metropolitan Houston's postwar era will be one of unparalleled growth.

Normally one of America's largest ports (in 1941, last figure released, cargo tonnage was third largest in the United States), Houston is preparing for tremendous port expansion.

With its huge refineries and great oil fields, metropolitan Houston will be called upon more than ever before to supply fuel for America's mechanized future.

The acknowledged cotton center of the world, Houston will enjoy a tremendous increase in the processing and export of this essential commodity.

Metropolitan Houston has developed into a great manufacturing center and many additional heavy industries are slated to locate here.

As Houston has grown, so has The Houston Chronicle... first in this market in circulation and advertising for over 31 consecutive years.

THE HOUSTON CHRONICLE

R. W. McCARTHY
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

POPULATION

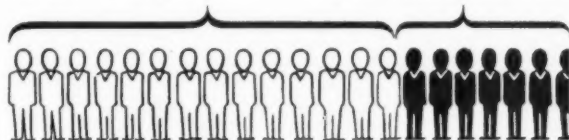
Sedgwick Co., Kansas

April 1, 1943

194,300

1940—143,311

1943 Increase 35.6%



EACH UNIT 10,000

Per Cent Increase
Ranking

1st in Midwest

4th in United States

EFFECTIVE BUYING INCOME

DOLLAR INCREASE PER CAPITA

Sedgwick Co., Kansas

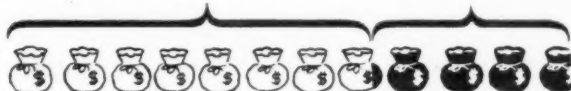
12 months ending

Sept. 30, 1943

\$1,736

1942—\$1190

1943 Increase \$546



EACH UNIT \$150

Dollar Increase
Ranking

1st in Midwest

1st in United States

RETAIL SALES

Sedgwick Co., Kansas

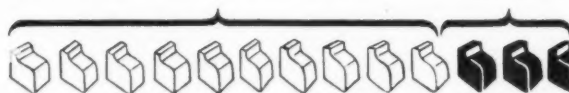
12 months ending

Sept. 30, 1943

\$128,244,000

1942—101,862,000

1943 Increase 25.9%



EACH UNIT \$10,000,000

Per Cent Increase
Ranking

2nd in Midwest

5th in United States

Source: Sales Management Supplement, November 10, 1943

SEDGWICK COUNTY, KANSAS IS THE HOT SPOT TODAY

The "Hot Spot" of the Mid-west is in Wichita's home county. War-time manufacturing has caused a definite migration of population and buying-power to Sedgwick County.

Here, within easy reach of your advertising message, are concentrated lots of busy people with money to spend. They are enjoying the advantage of income beyond their ordinary needs for the first time. They are buying War Bonds and investing in the peace to come.

Cultivate this rich market with your advertising. Immediate results and future benefits will prove your investment to be extremely profitable.

More than 77c out of every advertising dollar you spend in the Wichita Eagle works for you in Sedgwick County. The Eagle offers greatest coverage and lowest milline rate in this market.

The Wichita Eagle

Morning, Evening and Sunday

MARCELLUS M. MURDOCK, Publisher

NATIONAL REPRESENTATIVES—PAUL BLOCK AND ASSOCIATES

New York ★ Chicago ★ San Francisco ★ Los Angeles ★ Detroit
Boston ★ Philadelphia ★ Washington ★ Portland

JANUARY 1, 1944

[59]

Far sighted manufacturers are selecting their post war Pacific Coast factory sites now



Pacific Coast population is soaring. Coast industries are producing a substantial percentage of the entire nation's war supplies. And vast new trade areas will be tapped throughout the Pacific basin.

Your Pacific Coast plant, in Santa Clara County, will serve this vast area effectively and economically.

CENTRAL LOCATION

Domestic distribution. Santa Clara County is the population center of the Pacific Coast. Highways and rail lines center here. Distribution costs are at a minimum.

Trans-Pacific shipments. Santa Clara County is on the southern tip of San Francisco Bay—with access to harbors on both sides of the Bay! No tolls! No congestion.

NAME YOUR NEEDS

Santa Clara County offers every essential for efficient manufacturing. Write for "Post War Pacific Coast"—a factual book about Santa Clara County. No cost or obligation.



DEPT. S
SAN JOSE CHAMBER OF COMMERCE
SAN JOSE, CALIF.

SANTA CLARA COUNTY *California*



Check Lists of Advertising, Selling and Merchandising Essentials. McGraw-Hill, 1937. \$3.50.

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Tosdal, Harry R.—**Problems of Sales Management.** 4th ed. McGraw-Hill, 1939. \$6.00.

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Edwards, C. M., Jr. & Howard, W. H.—**Retail Advertising and Sales Promotion.** Prentice-Hall, 1936. \$3.50.

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Crippen, J. K.—**Successful Direct Mail Methods.** McGraw-Hill, 1936. \$3.50.

Egner, Frank & Walter, L. R.—**Direct-Mail Advertising and Selling.** Harper, 1940. \$3.00.

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Salesmanship:

Appel, H. M.—**Why Salesmen Get Fired.** Hillman-Curl, 1937. \$1.00.

Aspley, John Cameron—**Strategy in Selling.** (7 pocket-size manuals.) Dartnell Corp., 1941. \$6.00.

Bigelow, Burton—**Knack of Selling More.** McGraw-Hill, 1936. 3 vol. \$4.00.

Borden, Richard C.—**How to Deliver a Sales Presentation.** Harper, 1938. \$1.00.

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SALES MANAGEMENT

Our Constitution affirmed it; the 13th Amendment made it even clearer, and the Four Freedoms assure it, forevermore!—

in America no one “has to” . . .

BEYOND complying with the laws of the land, no American HAS TO do anything he doesn't WANT TO do.

FOR INSTANCE: no New Yorker HAS TO buy a newspaper. Yet, in this teeming area, almost 3½-million morning, 1½-million evening and 8-million Sunday newspapers are bought voluntarily, at newsstands.

PUBLIC acceptance has brought the Mirror the city's second largest net paid sale, both daily (*more than 770,000 copies*) and Sunday (*almost 1,700,000 copies*). And this means the Mirror effectively cross-sections the nation's largest market: New York.

MIRROR readers get a fast summary of *all the news*, with lead stories covering the happenings that most people want detailed. Beyond the coverage secured by its own Class A reportorial and photographic staffs, the entire output of every important news service, every important photo source and every major feature service is sifted daily by Mirror editors.

THE MIRROR is never offered “in combination,” or as part of any free offer; no contests or other expedients induce people to buy. As the ABC Statement for any period shows, few copies of the Mirror are sold by mail, and few are home-delivered.

ALMOST a fourth of New York's morning newspapers and a fifth of the city's Sunday newspapers are newsstand-bought Mirrors! Ponder that. And ponder the editorial and advertising influence innate in the Mirror—the newspaper all kinds of New Yorkers buy because they WANT TO!



the MIRROR . . . *new york*

Member of ASSOCIATED PRESS • UNITED PRESS • INTERNATIONAL NEWS SERVICE • AP, INP & STAFF PHOTOS • MEDIA RECORDS
ADVERTISING FEDERATION OF AMERICA • AUDIT BUREAU OF CIRCULATIONS • AMERICAN NEWSPAPER PUBLISHERS ASSOCIATION.

JANUARY 1, 1944

[61]



GPI and subsidiaries have been making themselves known as "headquarters for color information."

How General Printing Ink Exploits The Popular Interest in Color

Almost everyone's purchases are influenced to a marked degree by color in the package or the product. Color printing can make products "real." GPI direct-mail pieces build good-will—and ink sales — by smart variations on these simple themes.

BY E. M. KELLEY

WHEN the General Printing Ink Corp., New York City, was formed fifteen years ago by a merger of a number of firms in the graphic arts field, its subsidiaries resolved to accept the benefits of centralization and unification—but without losing their respective identities. This was logical, since some of them had been established for several generations and had built up enviable relationships with customers, relations not to be sacrificed lightly at any price.

The various firms thus united realized that in order to retain their separate identities, they must keep their advertising and public relations activities separate. This has been done, and is still being done, even though, since 1936, Herbert Kaufman has been advertising manager for the entire corporation.

Before that, since 1932, Mr. Kaufman had been associated with Sigmund Ullman Co., one of the divisions of General Printing Ink Corp. He also had been responsible for the establishment of an organization called the Advertisers Research Bureau, the object of which was to help the printers, chief customers of the six ink firms affiliated with General Printing Ink Corp.—to help them by educating their customers, users of printing. It had long been apparent to these member firms that while *they knew*—and the *printing firms knew*—the wide applications of printing inks which were opening up, the potentialities of double-tone and gloss inks, and specialties, and of the new products and refinements of products which were being developed. Few users of printing were aware of these applications and

potentialities of printing inks.

After a period of about a year of operation for the benefit of all the firms comprising General Printing Ink Corp., it was found impractical to continue under this system, and the project was retained as an activity of Sigmund Ullman Co. alone. It is still in operation, though less active than formerly because of the war.

In assuming his role as advertising manager for the corporation, Mr. Kaufman understood that each subsidiary would have its own advertising budget, and that their advertising and promotional activities would be carried on independently. This policy is still in effect.

Realizing that the tide of interest in color was rising, and that almost any consumer of printing would welcome information on the subject—if it were in any sense pertinent and applicable to the problems of the consumer—Mr. Kaufman resolved to utilize to full extent the services of Faber Birren, nationally known color authority, who had been retained as color consultant for the corporation. The idea was that Mr. Birren would dig up facts and information, through

a department known as the Color Research Laboratory, and that Mr. Kaufman would channel this information, through advertising and publicity, for the benefit of the companies forming General Printing Ink Corp.

One of the first experiments in the program was the printing of a series of booklets on brightly colored, glossy stock, each of a different shade (orange, green, brown, red and blue), with the text of each devoted to an essay on the type of person who prefers the particular color under discussion. The titles, in white on the colored stock of the cover, were all the same, "What Is Your Favorite COLOR?"

Interest in Color Is Keen

Hoping to discover something about the color preferences of advertising men, Mr. Kaufman took several hundred of the booklets to a convention of the Advertising Federation of America and put them out where those in attendance could see them and help themselves. He had expected that any person who was interested would glance at the set and pick up the booklet printed on the stock of the color of his individual preferences. In a sense, the experiment was a failure; it did not disclose any color preferences. But it did show keen interest in the general subject of color, for the entire supply of booklets was exhausted at the end of the day. Nearly everyone who had stopped to look had picked up the entire set. This encouraged Mr. Kaufman to go ahead with plans to expand the series, and to present other odd, interesting and entertaining bits of color lore in brightly colored, small pamphlets. (Since then, the "Favorite Color" series has been reprinted three times.)

Since then, as new facts have been uncovered by the Color Research Laboratory, new booklets have been brought out, and the demand for them has grown. In most respects, the formula has remained the same: the booklets or folders are attractive and colorful, easy to read, and of a size to fit into a letter envelope. The material in them is usually provocative, as is indicated by some of the titles of a series prepared for Eagle Printing Ink Co., one of the divisions of General Printing Ink: "What Are the Colors of the Months and Seasons?" "The Colors People Like Best," "What Makes a Color Appeal to the Eye?" "What Colors Look Good Enough to Eat?" "What Colors of the Spectrum APPEAR—largest, nearest, heaviest?" and "The ABC and 1 2 3 of COLOR." Some of the booklets were packed with useful information of various sorts. Typical of

this class is "Color Standards—A Check List of Color Standards and Color Systems Widely Used in American Industry and Science," a booklet prepared for General Printing Ink Corp.

The booklets were announced in business-paper advertisements, in the graphic arts field. But, because the subjects were so interesting, editors (of newspapers, magazines, house magazines, as well as business journals) commented on them editorially and quoted from them. This, too, brought in requests for the booklets.

The universality of interest in color

is indicated by the number and variety of publications which commented on, and quoted from, the booklets. That they are highly quotable is evident upon skimming the contents of one of the series for General Printing Ink Corp., "This Colorful Language of Ours," the front cover of which is illustrated by a drawing of a hand dragging a red herring across the line. Inside the book are discussions of such phrases as "painting the town red," "seeing red," "red tape," "pink tea parties," "red-letter days," "red cent," "rose-colored glasses," "yellow dog," "yellow press," "blue Monday," "blue

DOSCHER DISCUSSES APTITUDE TESTS FOR JOB APPLICANTS

Predicts Practice Will
Soon Be as Common
as Sales Research

- Declaring that psychological aptitude tests for prospective employees had now reached a high degree of accuracy, Fen K. Doscher, New York, metropolitan sales manager of the Lily-Tulip Cup Corp., ventured to predict, at the November 9 luncheon meeting of the Export Managers Club of New York, that within five years such tests would be as common as consumer sales research is today.

This accuracy, he stated, came from the fact that not one but several tests are now used, designed to give a composite picture of the character and aptitude of a prospective employee, and thus avoid the hiring of "misfits." He recommended also that those already employed be tested as well, before making promotions or changes in an office set-up, pointing out that, although a man is effective in one position he may be unsuited for another.

Lily-Tulip Cup Corp. uses
Klein Aptitude Testing Procedures

THE KLEIN INSTITUTE

Aptitude Testing • Personnel Counsel

148 EAST 48TH STREET, NEW YORK 17, N.Y. • TEL. PLAZA 5-5168

Reproduced
from
Export Trade
and Shipper

Write for details
...or stop by
when you are in
New York

murder," "blue-bloods," "blue stockings," "black despair," "blackmail," and so on—all provocative material for headlines and leading paragraphs.

The information uncovered by the Color Research Laboratory was sufficient to justify other mailing pieces, and so several other series have been inaugurated. Mimeographed bulletins on the letterheads of the Laboratory are sent out periodically, each covering a subject of interest to industrialists and business men. The letterheads are striking, because the lettering, in white ink, is printed on the colors of the spectrum. The releases, signed by Mr. Kaufman, are short.

In recent months, the subjects covered have been slanted toward the highly industrialized economy of this era. One entitled "Color and Synesthesia" (Synesthesia is sometimes termed civilian shell-shock) advocates the appropriate use of color in factories, to promote better seeing conditions and to create more comfortable and agreeable working environments. Another release suggests the use of color in safety measures, taking advantage of the high visibility of yellow, for example. Another is devoted to the reaction of insects to color, with such suggestions as using a bright blue bulb to attract insects and keep them away from chairs and swings on a porch.

A series of bulletins, each devoted to the results of a survey, has been issued for Eagle Printing Ink Co. Subjects covered have been "Color in Direct Mail," "Color in Products," "Color in Packaging," and "Color in

Space Advertising." Measuring 8½ by 3½ inches, these bulletins fit into No. 10 envelopes. They are printed on antique stock, in black and white, except for a color accent—red, blue or green—carried out in a line drawing of an eagle on the cover, and in the topic headings and type-cuts inside the bulletins.

Booklets Are Popular

One of the most popular subjects covered in the series for Eagle Printing Ink Co. has been color-and-magic. A booklet entitled "Color Illusions and Magic," containing pictures and texts dealing with optical illusions, proved so popular that another on the same order was subsequently published. The second, "More Illusions and Magic With Color," has several exercises in eye gymnastics, most of them in color, and all providing fun for young and old.

The printed pieces described in this article serve an entirely different purpose from the literature the subsidiaries of General Printing Ink issue for their specific products. They use direct mail extensively in the regulation manner. But the color series is used chiefly in winning good-will, in promoting interest in color, and in keeping the name of the parent company and its subsidiaries before their markets. Some of the booklets, printed originally for the corporation, are reprinted with the imprint of any of the individual companies wishing to make use of such a measure.

Salesmen of the various divisions (with staffs numbering thirty to fifty) are enthusiastic about the assistance given them by the booklets. They give these men something tangible to hand to prospects, and they suggest ideas to both salesmen and prospects. The prospects and customers—who are themselves sellers of printing—are eager for ideas.

The emphasis on color is also justified, not only because we are living in a color-conscious era, but also because printers like to sell color. The more colors, the more printing impressions—and this means more business for printers.

As might be expected, General Printing Ink receives many requests for its literature in the color series, and the mailing list has shown consistent growth. A file of letter requests kept by the advertising department is interesting in several respects. For one thing, people often offer to buy (and even send money for) the booklets. Another point worth noting is the variety and scope of users of the material, and the uses to which they put it.

Leafing through a sample sheaf of

correspondence disclosed letters from the following: a synthetic resins firm, saying the material would be used in grouping colors in lithographic advertising; a soap manufacturer, stating that the material was used in deciding on color specifications for letterpress and lithographic advertising; a psychology professor at a university; a printer, saying he would specify Eagle Printing Company's ink, in return for folders and pamphlets; a packaging designer; an industrial firm, seeking help in preparing post-war labels; the president of a large camera club, requesting 50 booklets for members interested in color photography; a cosmetic house asking for comments on its newest direct-mail piece. "One thing I have learned as a result of this project," commented Mr. Kaufman to SALES MANAGEMENT, is the growing trend toward establishment of libraries by industrial firms. We receive a great many requests from such libraries."

Mailing List Is Streamlined

Several months ago, Mr. Kaufman decided, in the interests of conservation, that a review and possible streamlining of the corporation's mailing list would be a good plan, since there must have been many recent changes in the personnel of firms on the list. Accordingly, cards were sent to those on the list asking whether or not they wished to be retained on it. The response was surprising; because, even though many of the original addressees had entered the armed services or taken other positions, there were requests, on the part of their successors, that the mailings be continued; or, those who had gone to other positions asked that mailings be sent to them at their new addresses. There was not a single removal from the list. At this writing, there are 934 names on it. This is the general list distributed from Mr. Kaufman's office. The various subsidiaries distribute the literature in their own way.

"While color holds rare magic, it also involves certain hazards and risks. Right colors sell in big volume; wrong colors move slowly and pile up unsold inventories. Yet while most of us manufacture or sell different types of products, we all reach the same buying public." These sentences, from "Color Acceptance, Its Normal Demands and Wartime Limitations," an Eagle Printing Ink bulletin based on a survey among several hundred manufacturers, explain why business men are so keenly interested in the subject of color. General Printing Ink's action in catering to this interest, by supplying entertaining and informative material, is designed to win friends and customers for the products of its subsidiaries.

Did you miss
LT. GENERAL VANDERGRIFT
W. L. BATT
 Vice-Chairman of W. P. B.
SENATOR ELLANDER
 in person on the
MARCH OF TIME
 Sponsored by the Editors of
TIME
 The Weekly Newsmagazine

LISTEN TO A NEW GROUP OF NEWS-MAKERS NEXT THURSDAY
NBC NETWORK 10:30 P.M. EWT



GOOD WORK, MRS. WHITE!

When Mrs. White received that certificate of merit, she was a mighty proud woman. And she took it right back home and framed it . . . to show to her husband when he got back from war.

There are thousands of Mrs. Whites—and Mr. Whites, too—who regard their home front citations with justifiable pride. Certificates which put their good work on the record are a fine business investment, and help improve labor relations. Certificates of Awards, club membership certificates and diplomas are equally important. But in each case these documents must look important. They are best produced by specialists . . . and experience helps a lot too!

R. O. H. Hill, Inc. is America's outstanding specialist in the production of certificates, announcements and other "Ambassadors to American Business." When you need a Graphic Arts Ambassador, not just a printed messenger—it is a Hill job! The service is complete—includes creation of the idea if you so desire. It is used by 75% of the top 500 in American industry. You can use it to your advantage, especially during this year of post war planning. Ideas, prices, suggestions by return mail—on request.

CHECK LIST:—On "Ambassadors to American Business" you may need soon:

Special announcements

Business Cards

Letterheads

Certificates

Family resemblance stationery

R.O.H. HILL, INC.

270 Lafayette Street, New York 12, N. Y. • Tel: CAnal 6-6340

Premium Campaign Corrals 42,000 Members for Chicago Motor Club

Get old members to suggest prospective new members . . . that was the idea underlying the sales plan. Prompt follow-up of leads, accurate maintenance of records, and a standardized technique for the sales approach were factors in the success of the drive.

Based on an interview with

GERALD W. CAVANAGH
General Sales Manager, Chicago Motor Club
Chicago

THE Chicago Motor Club launched a program for expanding its membership through the use of premiums, in September, 1940, and results have been little short of amazing.

The idea back of the program was to stimulate the active support of members in suggesting the names of their friends. Previously cash awards had been used, but that plan worked only moderately. "Live" prospects, properly "introduced," were needed. Armed with these, salesmen would follow through.

The first premium which was selected was a pair of golden wings, mounted on the club insignia, to be carried on the member's car. It was earned only after a membership was sold by a club representative to a prospect suggested by the member. A second sale won a second set of wings for the other end of the car or, by choice, an ash tray. The member suggested a name—that was all. Winners of premiums also were called "honor members."

At the end of the first year a check was made. By September 17, 1941, 27,106 introduction cards had been received and 13,243 new members signed. One year later, September 16, 1942, the total had grown to 48,435 cards and 26,478 new members. Another year, 71,076 introductions and 39,765 added members. The latest check available, November 17, 1943, revealed that 75,604 introductions developed 42,568 new members with several hundred likely prospects still in the mill!

New memberships and insurance sold under the plan, as of this later date, tots up to the sum of \$1,259,-490!

"Since Pearl Harbor we have been working under unprecedented difficulties," Gerald W. Cavanagh, general sales manager, told a writer for SALES MANAGEMENT. "With new cars not

available, gasoline and mileage reduced, a tire shortage and many other factors to be considered, we feel that our record has been little short of amazing.

"We have capitalized on an age-old element—human nature. Yet no sales plan, no matter how good it is, will work of itself. It has to be kept alive and that, what with the methods we have used, is the secret of our success."

The Chicago Motor Club is 37 years old. It has approximately 114,000 members. It operates in 99 counties in Illinois and Indiana. It has 54 branch offices and 225 salesmen. It finances \$3,500,000 worth of cars and writes more than \$4,000,000 in insurance premiums annually.

Several steps are necessary to get results, according to Mr. Cavanagh. He lists them:

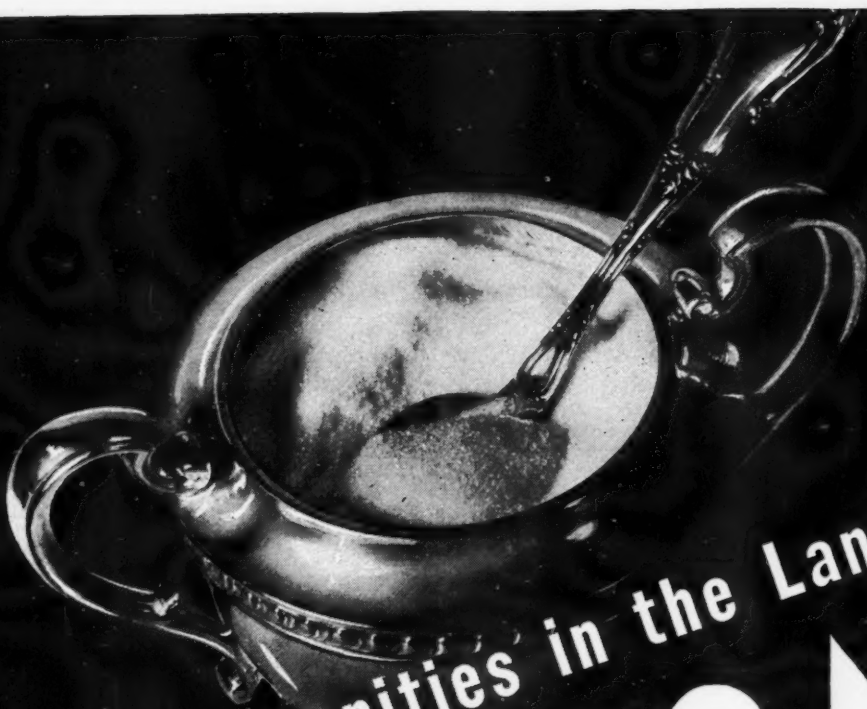
1. Handle all leads promptly. A follow-up system, requiring reports, keeps the salesmen on their toes. Time lag means loss of prospects. Get to 'em, now!

2. Acknowledge every lead. A personal letter, signed personally by Charles M. Hayes, president, is sent to each member immediately after he has mailed in a recommendation. As soon as possible another letter follows, telling of the disposition of the case. A sales brings the premium, and promptly. If the sale is lost the mem-



SAMPLE HONOR AWARD RECORD		Salesman
CARD REC'D:		19
11/17/43		J. Ruben
SOLD	Prospect John Jos. Gorski	
11/16/43	Address 7541 Forest Preserve Dr. - Chgo.	
ASH. M.D.		
TRAY M.D.	Rec. by Otto Rekke	
NOV 18 1943	Address 3758 N. Olcott Ave. - Chicago, Ill.	
FUTURE		
ASH TRAY		

Dignified "honor-award" premiums stimulate Chicago Motor Club members to suggest friends' names as prospective members. Each prospect is followed up immediately, and President Charles Hayes acknowledges each lead with a personal letter. One of the secrets of the campaign's success is the maintenance of an accurate card-record file.



Sweet Opportunities in the Land of

SUGAR



Seven Factors That Make New Orleans a 'Sweet' Market

- ★ 1. South's First Port for Latin American and World Trade
- ★ 2. Solid Expansion in Permanent Industry
- ★ 3. Big Revival in Mississippi River Traffic
- ★ 4. Great Rebirth in Agricultural Hinterland
- ★ 5. Great Natural Mineral Wealth
- ★ 6. Financial Capital of the South
- ★ 7. World Air Terminal

The NEW NEW ORLEANS

America's Sugar Bowl Helps Assure the
Prosperity of the South's Largest City

From South Louisiana's \$50,000,000 sugar industry flows an important year 'round volume of business through the City of New Orleans. America's sugar bowl is one of the principal contributors to the prosperity of the South's largest city.

Go South

WHERE THE POST-WAR FUTURE
IS BEING BUILT TODAY



THE TIMES-PICAYUNE and NEW ORLEANS STATES

MORNING 149,213

EVENING 75,532

SUNDAY 247,215

Representatives: NOEE, ROTHENBURG & JANN, Inc.

ber is also advised. He is then asked to suggest some other friend, "because we want you to win your wings."

3. Maintain accurate records. Each introduction is card indexed. The cards go into "wheel" files. Twelve of these wheels are now active. Six girls are occupied full time to maintain them. Each card is marked to show the date the earned premium is sent.

4. The approach. The technique for handling prospects has been standardized through experience. Salesmen are well trained.

5. The atmosphere. The work is carried on in a dignified manner. After a sale is made the new member is invited to add new prospects, and it is explained to him that after he has successfully sold a membership he becomes an "honor member."

Care is taken never to imply that the member is asked to do something *for the club*. It is deftly made plain that what he is asked to do is for his *own advantage*. He is told that it is very easy to do, and that it does not mean work or obligation. Just the name of some friend who logically

should become a member of the club.

That is the way, and the only way, a member can win his "wings." After he receives two sets of wings he can be given an ash tray, or more ash trays. Recently a handsome crystal glass tray has been substituted for the original metal tray, due to inability to obtain metallic ones because of the war. Because many members have two sets of wings, all the ash trays they want, are still eager to cooperate, a package containing two sets of fine playing cards has been added. Wings, trays and cards all bear the club's insignia.

Because of the rapid growth of the program, an entire new department was set up many months ago to handle the details. The type of premium is considered important. Each premium is attractive and in full keeping with the standards set to make them an ornament either in the office or in the home.

Assures Membership Renewals

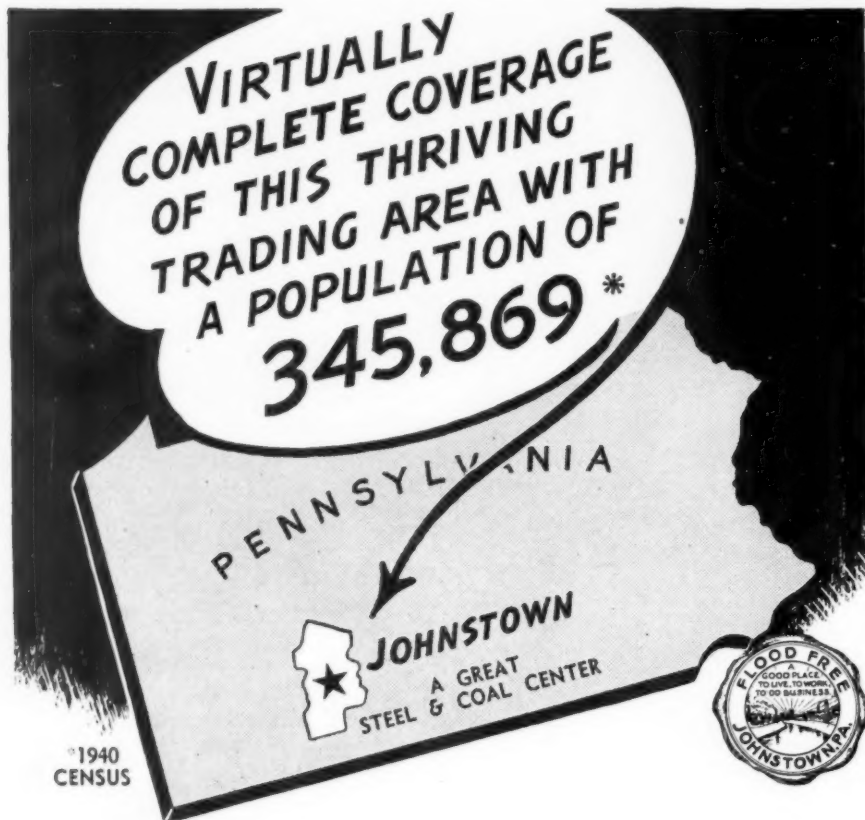
"The whole thing works much like a chain letter," observed Mr. Cavanagh. "It just grows and grows. Back of the plan, too, as we proceed with it, is that old and tried idea—there's no salesman quite like a satisfied customer. Too, when members actively assist in bringing in other members, it becomes a factor in assuring the renewal of their own memberships.

"Under present conditions, with many hundreds of members going into the armed services, with others finding unprecedented difficulties in keeping their cars in operation, we could suffer a heavy loss in membership. Now, more than ever in the past, there is a need for new membership.

"For that reason we make every effort to improve our various services, give full value in the advantage of memberships, and keep our own organization on its toes. Had we neglected planning, we could have suffered serious losses in times like these.

"That we have been growing faster during this difficult time than ever before is, I believe, full proof that our system is a good one. I'm convinced that the plan we have developed, in perhaps a modified form, could be adopted by other branches of salesmanship. I see no reason why it should end with a club such as ours is. An appropriate premium, and a carefully organized follow-through, is of utter necessity, I believe, to achieve success."

"We've proved that out of every hundred introduction cards received we can sell 61 memberships. Compare that with any other form of solicitation you know about and tell me if you think our program is operating.



With Steel and Coal Production at new high levels and no after-the-war headaches to expect because of idle war plants and factories, the Johnstown Trading Area with a population of 345,869 rightfully deserves the careful consideration of every alert advertiser.

The Johnstown Tribune (evening) and the Johnstown Democrat (morning) with a combined circulation of 56,782 ABC have virtually complete coverage in this prosperous market—they are the newspapers you need to tell your story here for immediate sales and to build a solid foundation for your products in the post-war era.

FOR SALES and PROFITS INCLUDE THESE TWO PROGRESSIVE PAPERS IN EVERY SCHEDULE





Where do people get most of their information?

Never before have people reached out so eagerly for information.

It's the age-old craving for news, of course, sharpened by the war, by the breathless drama of events that are reshaping the world.

And it's the intense personal interest in local happenings...in what people are doing around the corner and down the street in one's home town.

But today it's even more. It's the daily need for the practical help and guidance which people must have to carry on their homefront tasks. It's the demand for signifi-

cant, usable facts which people need to understand their part in winning the war and preparing for the peace...facts not only told with words, but made abundantly clear with maps and charts and pictures that can be referred to again and again.

★ ★ ★

Where do people get most of their information . . . most of their guidance for wartime living? And isn't that the place where you can most successfully inform people of your products, your services, your wartime activities, your postwar plans?

This advertisement, prepared by the Bureau of Advertising, A.N.P.A., is published by The Daily Oklahoman and The Oklahoma City Times in the interest of all newspapers

"To illustrate why our follow-up system is vital, I'll point to this: A number of our salesmen have been called into the armed services. In the excitement of going off to war, they have forgotten all about their prospects. Cards are forgotten or tossed aside. They may remain in the pockets of discarded civilian clothes.

"We have duplicates of them all and if they disappear before the business is finished, we copy them and send them out again to our office managers. New salesmen then receive them and follow through with them. It's the system that does it."

Getting down to the more detailed mechanics of the plan, other factors are working steadily, tending to successful promotion. For example, membership mail is continuously going out; there are over-the-counter pieces and handouts employed by salesmen. Every piece carries a postage-paid introduction card which can be filled out and mailed back without undue effort.

Honor members, those who have earned one or more awards, are not allowed to forget. Folders describing additional premiums are sent out with every honor emblem award. The intimation: "You got this easily, get another."



Six girls are needed to maintain the twelve active "wheel" files which are used by the Motor Club. Each card is marked to indicate the date the earned premium is sent.

A "gold wings" sticker is fastened to each letter which is sent to a member. This, in color, is a bright reminder which cannot be overlooked.

Each winner of an award receives a "wings pin" for his lapel. These are also worn by each club employee. The wings pin is a reminder of the plan.

An illuminated glass display case is in each of the 54 branch offices. A sample of each premium is shown in each display case.

A six-foot banner, reproducing the "wings" in giant size, is on display in each branch office.

All this results in a never-ending drop, drop, drop of the suggestion: "Send in a new name; help us to add a new member. Win a prize—be an honor member." Reminders sometimes work in unexpected ways.

One day, for example, a salesman sent a suit to the cleaner with the lapel pin still in it. When it was returned the delivery man brought the pin in an envelope.

"What's this?" he asked.

The salesman came back with, "How can I get one?"

"Join the club and get another member," he was told. "That's the way."

He signed, joined the club and received his pin.

"Never stop dropping names of prospects in the lap of the salesman," urges Mr. Cavanagh. "Never stop checking to see if the salesmen are making the calls. We've amply proved that people will make an outside effort to win a prize, and it doesn't have to be a costly prize, either.

"I think all that goes back to human nature. Five dollars, say, if won, is soon spent and quickly forgotten. Give an emblem, or something which can be kept around the office or in the home, and it becomes a sort of scalp."

"Just stop to think how golfers will sweat and toil for some prize cup; how mile runners will grit their teeth and all but die for a medal; how an entire factory personnel will dig in as a unit to win an Army-Navy E. We're all that way, a little, at heart.

IT'S COVERAGE THAT COUNTS And ONE PAPER DOES the JOB in Pantagraph LAND!

- In McLean County there are 20,998 families.
- In the Primary Trading Zone, there are 32,547 families.
- Pantagraph coverage of McLean County is 84%!
- Pantagraph coverage of the Primary Trading Zone is 71%!

A DUAL MARKET

AGRICULTURAL PRODUCTS

McLean County is **FIRST** in corn production in the entire United States. **SECOND** in all cereal crops. Annual value of farm products, including livestock and dairying \$32,000,000.

MANUFACTURED PRODUCTS

Bloomington's industries annually manufacture products valued at more than \$40,000,000.

A RICH RESPONSIVE MARKET

Pantagraph LAND
BOTH AGRICULTURAL AND INDUSTRIAL WEALTH
The Daily Pantagraph
Bloomington, Illinois

Established 1846

Gilman, Nicell & Ruthman, National Advertising Representatives

New York

Boston

Philadelphia

Chicago

San Francisco



"I've read it since I can remember..."

Thousands of men and women in our towns and small cities can say just that. They grew up seeing the **PATHFINDER** around the house, and hearing their folks talk about things reported and threshed out in its pages. A lot of keen, critical thinking goes on in those smaller communities where candidates and elected representatives are called by their first names and public affairs are an intimate matter—where sixty percent of all Americans live and spend their money in Main Street's retail stores.

PATHFINDER, America's oldest news weekly, is edited expressly for that one great population group. And while its headquarters are in Washington, close to Federal departments and agencies, it is also served by more than 150 correspondents—most of them newspaper editors—in every part of the country. It thus publishes a wealth of local news of national interest—news from on-the-spot sources, undiluted and first hand.

Now that **FARM JOURNAL** has acquired operating control, **PATHFINDER'S** usefulness and influence are being widely extended. A high proportion of its subscribers have been "constant readers" year after year as were their parents before them. With ample means and keener guidance, the new **PATHFINDER** is beginning to build an equally faithful and far greater following in its exclusive sphere.

With its present low advertising rate of \$800 per page, **PATHFINDER** is a splendid advertising investment—the only periodical read one hundred percent in the richest potential but least effectively covered market in the country.

PATHFINDER

News Weekly from the Nation's Capital

PATHFINDER BLDG.

WASHINGTON, D. C.



GRAHAM PATTERSON, Publisher

ADVERTISING OFFICES:

Philadelphia 230 West Washington Square
 Washington, D. C. . Pathfinder Bldg., 2414 Douglas St.
 New York Room 2013, Graybar Building
 Chicago Room 2101, 180 N. Michigan Ave.
 Detroit Room 5-267, General Motors Building
 Seattle W. F. Coleman, 1037 Henry Building
 San Francisco . . . W. F. Coleman, 300 Montgomery St.
 Los Angeles W. F. Coleman, 530 W. Sixth St.

JANUARY 1, 1944

[71]

Advertising Proves Dynamic Tool for Influencing Government Action

As a slasher of red-tape and a getter-of-attention in the high councils at Washington, advertising is demonstrating its ability to pack substantial force. Business finds that open presentation disarms criticism, provokes discussion, stimulates quick action.

BY CLIFFORD GUEST

BUSINESS is getting a new slant on Washington!

It is learning how to short-cut the Washington run-around in a manner so simple that many an executive undoubtedly is muttering to himself, "Why didn't someone think of that before?"

With increasing regularity, business has turned to open and frank advertising—in Washington—to get what it wants in Washington. It represents both a new attitude and a new technique, which have been applied with conspicuous success during the past two years.

This growing trend has proved so significant and so successful, it is possible that the old-fashioned lobby may be superseded to a startling extent by advertising as the medium through which business clinches the results which hinge so often upon official action in Washington.

Red Tape Is Cut

A classic example is the manner in which the Houdry Process Corp. cut through the tangle of red tape, official indecision and official confusion which marked the long and trying period preceding the birth of the U. S. synthetic rubber program.

Mr. Houdry had been called to Washington by Brig. Gen. Brehon Somervell to appear before the Army and Navy Munitions Board on May 2, and had laid full information before the Board. More than two months later he had still to hear from it again. In meantime, it was reported, Mr. Houdry had expended thousands of dollars in his efforts to get the "go sign" for his synthetic rubber program.

Finally, he inserted a full-page advertisement in Washington newspapers describing what the Houdry Corp. offered, under the headline: "The American Public Has a Right to Know the Truth About Synthetic Rubber." There was no doubt that it attracted attention. By 9 o'clock that morning radio commentators were talking about

it on the air. By 2 o'clock Donald Nelson, boss of the War Production Board, had Mr. Houdry on the telephone. By the next day Nelson had issued orders to WPB to go along with the Houdry process and get it into production.

There are many other facets of the trend in advertising to Washington in Washington, ranging from direct propaganda to bids for business.

The Washington Post is an outstanding leader in the volume of such advertising carried, and in developing and interpreting this trend, perhaps partly because as a morning paper it is recognized as "Capitol Hill's breakfast newspaper."

The record is impressive. In 1942 the *Post* carried 570,000 lines of national institutional advertising originating outside of Washington. In the first nine months of 1943, it carried 822,000 lines of such advertising, and it expects to see it total around 1,000,000 lines at the year's end. This is equivalent to 500 full newspaper pages.

Donald Bernard, advertising director of the *Post*, in an interview with

SM's reporter, summed up the philosophy and effectiveness of this direct approach to Washington through the advertising columns in three terse sentences:

1. Open presentation disarms criticism.
2. Open presentation provokes discussion.
3. Changes in authority don't nullify the message.

Numerous remarkable case records bear out this analysis. It is an interesting fact that dozens of institutional advertisements appearing in newspapers have been quoted the same day in Congress, and some outstanding examples have been read in toto into the *Congressional Record*. In fact, paid advertisements have come to rank right along with dissertations from the editorial page in the attention given them by Congress in many cases. The *Post*, in one six-months period, found itself mentioned in the pages of the *Congressional Record* 177 times.

Whether its message is one designed to influence policy or to sell a product, Mr. Bernard believes that business reaches in Washington four distinct types of audiences never before in history concentrated in one "reading area":

1. The Government itself — which is the biggest buyer in the world.
2. Practically all foreign governments, except those of the enemy nations. The purchasing commissions of all these countries, and, indeed, some of their most potent economic policy-

The Potato Growers and Shippers of America are UNALTERABLY OPPOSED to a Government Subsidy on White Potatoes As Unnecessary, Unwise and Unfair

★★★★★

To:

HONORABLE FRANKLIN D. ROOSEVELT

President of the United States

HONORABLE JAMES F. BYRNES

Director of War Relocation

HONORABLE FRED M. VINSON

Director of Economic Stabilization

HONORABLE MARVIN JONES

War Food Administrator

MEMBERS OF THE UNITED STATES SENATE

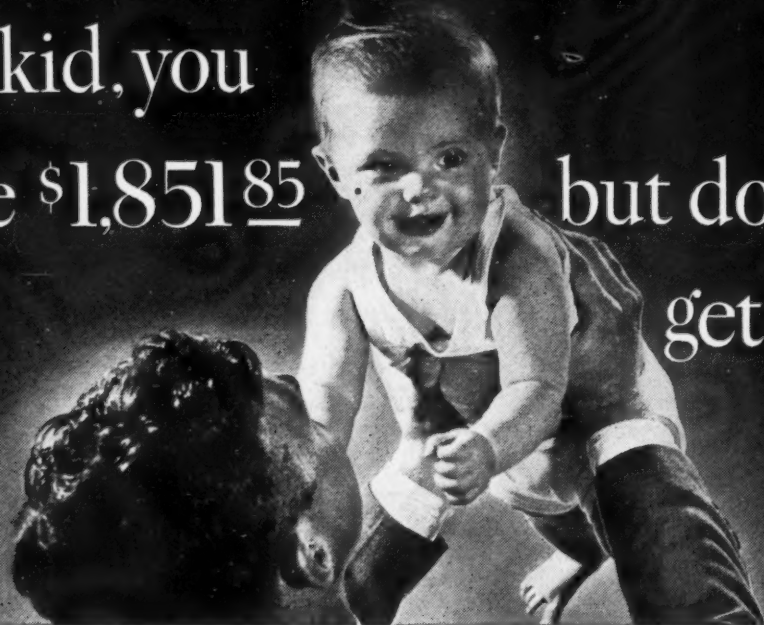
MEMBERS OF THE UNITED STATES HOUSE OF REPRESENTATIVES

This message in *The Washington Post* is addressed to government officials—but its effect goes much farther. Its appeal also is to the consumer whose voice is listened to respectfully by those making many of the official decisions in Washington.

Sure, kid, you

owe \$1,851⁸⁵

but don't let it
get you down



SOME of the pessimistically figure-minded tell us that by the time the war is over our national debt will probably total \$250,000,000,000.

They further calculate that every mother's son of us, including the new-born, will face the future bearing a personal share in that debt of \$1,851.85 — and with that they heave a deep sigh.

Well, brother, as they say on Broadway, "that ain't hay" — neither is it something to make us curl up and send word for the pallbearers.

You wouldn't think much of a young fellow in America who didn't have tucked away in his head the idea that he was going to have a house, a shop of his own, and a motorcar or two before he is through — any one of which makes that inherited "nut" look silly.

The plain fact is, we need to reorient ourselves in the new world that's looming. We need to lift our sights and, by boosting our personal quota, get our share of that national debt down to

digestible size.

There's a lot to getting things in perspective — only 30 years ago this country thought it was riding a boom tide on an income of considerably fewer billions than marked the low point of the recent depression.

So look up and on, now, instead of back. You will see before America and her people the greatest prosperity ever, fertilized by our new capacities, new materials, new techniques, and on all world fronts the greatest sampling campaign on modern goods and equipment that less advantaged folks have ever seen.

You can see, too, that at the end of this war America will stand as England stood at the close of the Napoleonic era, with the largest industrial plant, the largest navy, the largest merchant marine in the world — not to mention our predominant air facilities.

Hearst Newspapers believe that with these as a starter, the drive and energy of our people can realize benefits for

the world and America greater than the timid dare dream, and so believing take their place in the forefront of the coming advance.

They have done that before, over many years and on many a mission, to such good effect that the nearly 5,000,000 families they reach hold them in special regard. Thus:

If it is on-the-minute, accurate news they want, they look to Hearst Newspapers first.

If it is authentic interpretation of events or trustworthy editorial counsel they want, they look to Hearst Newspapers first.

If it is features, newspictures, cartoons, columnists' comment, society, sports or business news they want, they look to Hearst Newspapers first.

There is a lesson here which no sensible advertiser with an eye on the future will ignore.

It is simply that in planning marketing programs to reach these people, he should look to Hearst Newspapers first, as do they.

HEARST NEWSPAPERS



Serving the American People—their Freedom, Security and Progress—by providing them trustworthy News, Comment, Counsel, Entertainment, and Advertising.

NEW YORK JOURNAL-AMERICAN
Evening and Sunday
NEW YORK MIRROR
Morning and Sunday
CHICAGO HERALD-AMERICAN
Evening and Sunday
DETROIT TIMES
Evening and Sunday
LOS ANGELES EXAMINER
Morning and Sunday

LOS ANGELES HERALD-EXPRESS
Evening
BALTIMORE NEWS-POST
Evening
BALTIMORE AMERICAN
Sunday
BOSTON RECORD AND AMERICAN
Morning and Evening
BOSTON ADVERTISER
Sunday

PITTSBURGH SUN-TELEGRAPH
Evening and Sunday
SAN FRANCISCO CALL-BULLETIN
Evening
SAN FRANCISCO EXAMINER
Morning and Sunday
MILWAUKEE SENTINEL
Morning and Sunday

SEATTLE POST-INTELLIGENCER
Morning and Sunday
OAKLAND POST-ENQUIRER
Evening
SAN ANTONIO LIGHT
Evening and Sunday
ALBANY TIMES-UNION
Morning and Sunday

175,000 VICTORY HOMES?

YES, 175,000 VICTORY HOMES AVAILABLE FOR AMERICA'S WAR WORKERS!

LARGEST PRE-FABRICATORS OF MILITARY HUTS NOW OFFER THESE VICTORY WORKERS' HOMES

YES, OVER TWO A DAY OR IT TAKES A YEAR of the most rapid of housing that has ever been built to house our armed forces. America's industrial and farm workers in housing shortage want! Thousands of Victory Homes have been planned, designed, built, in every state, under all conditions, and in every branch of the armed services. "Victory Workers' Housing" has the same proven, successful principles of design and construction for development, is considerable.

regimes, in another construction of "Victory Workers' Housing" is NOT new. At this Village in Dallas, Victory Homes have been built in two years, fully prefabricated, portable and dismantlable. Victory Homes can be quickly shipped to any part of the country and erected in a matter of minutes. You will find that they are relatively low because of mass production methods, they are not a fraction of other portable housing costs. Consider the facts on this page and judge for yourself!

VELOCITY VICTORY HOMES
 1. They are built in a matter of minutes.
 2. They are portable and dismantlable.
 3. They are relatively low because of mass production methods.
 4. They are not a fraction of other portable housing costs.

SPEED IN MANUFACTURE
 Victory Homes are built in a matter of minutes. They are portable and dismantlable. They are relatively low because of mass production methods. They are not a fraction of other portable housing costs.

SPEED IN DELIVERY
 Victory Homes can be quickly shipped to any part of the country and erected in a matter of minutes. They are portable and dismantlable. They are relatively low because of mass production methods. They are not a fraction of other portable housing costs.

ECONOMY IN FIRST COST
 Victory Homes are built in a matter of minutes. They are portable and dismantlable. They are relatively low because of mass production methods. They are not a fraction of other portable housing costs.

DISMOUNTABILITY AND PORTABILITY
 Victory Homes are built in a matter of minutes. They are portable and dismantlable. They are relatively low because of mass production methods. They are not a fraction of other portable housing costs.

TOWARD VICTORY HOMES
 Victory Homes are built in a matter of minutes. They are portable and dismantlable. They are relatively low because of mass production methods. They are not a fraction of other portable housing costs.

WIRE OR PHONE TODAY—Friend, state and Municipal officials and industrial concerned with housing problem are invited to visit at please the Dallas or Washington Office, for further information.

TEXAS PRE-FABRICATED HOUSE AND TENT CO.
 Dallas, Texas
 361 Charleston Building, Washington, D. C.

A direct selling job—in Washington. A Texas firm with pre-fabricated houses to sell got quick attention from government agencies when it launched an active advertising campaign in Washington.

making groups, are strewn throughout Washington.

3. Thousands of business executives now engaged in the war production program of multitudinous government agencies. These are business men who eventually will carry back to their home cities the best ideas gleaned from their work in Washington, including the ideas planted by institutional advertising. Not to be overlooked is the fact that many of them are the "bright young executives" who will be doing things in business for many years to come.

4. A cross-section, unequaled anywhere, of the men and women from every one of the 3,070 counties in the United States. In a sense, a message "put across" in Washington is a message delivered to every hamlet and city in the U. S.

Mr. Bernard believes that some of the institutional messages which have accomplished major results in Washington during the past two years may become sparkling landmarks of a new philosophy in advertising. Certainly, in many instances they have accomplished more and cost far less than the old-line conception of lobbying—and without the suspicion or taint of suspicion that always goes with lobbying.

Under his theme that open presentation disarms criticism, Mr. Bernard cites the case of Carboly. When

Thurman Arnold, as Attorney General, was the trust-busting monopoly nemesis, he raised a tremendous cry about the "carboly cartel," decried General Electric's one-time association with the German Krupp interests, and threatened to move in with all the thunder of the anti-trust division. General Electric's reply was a full-page ad headed, "This Is the Story of Carboly," setting forth the existence of Krupp patents protected by the United States, enumerating the development work done by G.-E., and the dependence of American industry upon this strategic material. The last paragraph of the ad called it "an inspirational story of American industry." And that's what it appears to remain.

"Thurman Arnold," says Mr. Bernard, "did not attempt to refute."

An outstanding job of product-selling to official Washington was done last spring by the Texas Pre-Fabricated House and Tent Company of Dallas. Aware of the housing shortage throughout the country, the firm reasoned that the quickest path to the far-flung markets was straight through Washington.

Using three Washington newspapers, the Texas firm ran four 420-line ads and then climaxed its campaign with full-page ads, strictly objective with specific copy and profusely illustrated with photographs of its pre-fabricated homes and military huts. It

was equipped to deliver 175,000 such homes. That the sales message reached government housing agencies was soon recognized when the Texas company began shipping pre-fabricated houses by the trainload. The Washington representative of the firm received 35 calls from Army and Navy officials after appearance of its full-page advertisements.

The National Cotton Council of America chose the *Post* for a series of 13 weekly 800-line ads of an educational nature, featuring the variety of ways in which every U. S. fighting man uses cotton every day. These were aimed partly at the public, partly at production officials who decree what materials go into war products, and partly at Congress where the subsidy issue ebbs and flows. A second series of these ads was scheduled subsequently.

On Oct. 13, 1943, the Bangor & Aroostook Railroad—"America's Potato Railroad"—ran a full-page ad urging the public to hoard potatoes, to put away large supplies at home and thus help store the year's bumper crop. Government food and transportation agencies promptly approved the campaign, plugged it on a nationwide basis. The response was one of the overwhelming successes of wartime advertising.

It wasn't exactly coincidence that

COTTON BOLTS... FASTER THAN ANY DIVE BOMBER!

COTTON IS THE VITAL WAR MATERIAL—COMES OFF THE SPINNING SPOOL AT THE SPEED OF 815 YARDS PER MINUTE!

EVERY MAN OF EVERY ARM OF THE SERVICE—IN EVERY BRANCH OF THE SERVICE—IS DEPENDENT UPON COTTON FOR HIS VERY LIFE!

COTTON CLOTHES ARE THE MOST IMPORTANT OF ALL WAR MATERIALS—THEY ARE THE ONLY CLOTHES THAT CAN BE MADE IN THE U. S. A. IN THE MOST ECONOMICAL MANNER!

COTTON CLOTHES ARE THE MOST IMPORTANT OF ALL WAR MATERIALS—THEY ARE THE ONLY CLOTHES THAT CAN BE MADE IN THE U. S. A. IN THE MOST ECONOMICAL MANNER!

COTTON CLOTHES ARE THE MOST IMPORTANT OF ALL WAR MATERIALS—THEY ARE THE ONLY CLOTHES THAT CAN BE MADE IN THE U. S. A. IN THE MOST ECONOMICAL MANNER!

EVERY U. S. Fighting Man Uses Cotton EVERY DAY

The National Cotton Council of America ran a 13-week advertising campaign in Washington newspapers to demonstrate how essential cotton is in the war effort—and incidentally, the ads have a substantial influence in such matters as subsidies and government regulation.

SALES MANAGEMENT

the War ...from whom?

the product) may well starve in the midst of plenty.

When the going was tough

The progress of Ruthrauff & Ryan was greatest during the "depression years." Against all economic trends and business conditions, the billings of this agency *climbed* from 1929 (when we already had been in business 17 years) through 1943.

Today our business is five times the 1929 figure . . . and our own progress is the reflection of our *clients'* progress.

In the successes of our clients, as well as in the factual, down-to-earth Ruthrauff & Ryan story, you may see new light on your own post-war problems . . . how your own advertising may be geared to your production, to meet the post-war brass-band competition.

We would welcome the opportunity of telling you this story.

OFFICES IN

NEW YORK

DETROIT
ST. LOUIS
CINCINNATI
HOLLYWOOD

CHICAGO

SAN FRANCISCO
SEATTLE
HOUSTON
TORONTO

Clients of

RUTHRAUFF & RYAN

Acousticon Hearing Aids	Lever Brothers Co.: Rinso,
Allen Edmonds Shoes	Spry, Lifebuoy Health
Alligator Raincoats	Soap, Lifebuoy Shaving
Allstate Insurance	Cream, Covo
American Airlines	Lever Brothers Ltd. (Canada):
Auto-Lite Batteries	Rinso, Lifebuoy, Lifebuoy
Auto-Lite Spark Plugs	Shaving Cream, Sunlight
Autopoint and Realite	Marcus Campbell Co.,
Pencils	Publishers
Bay Manufacturing Co.	Arthur Murray School of
Bild-A-Set Toys	Dancing
Binyon Optical Co.	Noxzema
'blue coal'	Oshkosh B'Gosh Overalls
Blue-Jay Foot Products	Pall Mall Cigarettes
Bozeman Canning Company	Palm Beach Suits
Bromo-Seltzer	Prest-O-Lite Batteries
Brown-Forman Distillers	The Quaker Oats Company:
Corporation: Old Forester,	Quaker Oats, Mother's
King Black Label and	Oats, Quaker Oaties and
Early Times Whiskies	other cereal products
Canadian Pacific Railway Co.	Radio Corporation of America,
Chrysler Corp.	Radios, Phonographs,
(Dodge Div.)	Television Instruments
Dodge Passenger Cars	Red Arrow Proprietaries
Chrysler Corporation	Reliance Mfg. Co.
(Institutional)	Rhythm Step Shoes
Dictograph Interior	Robt. Reis and Co.
Communication Systems	Ruppert Beer and Ale
H. Fendrich, Inc.	Savings Banks Association
Florence Stoves	of State of N. Y.
French Lick Springs	S. A. Schonbrunn & Co., Inc.
G. Washington's Instant	Southern Select Beer
Coffee and Cafémelo	Sterling Beer and Ale
The Gilmore Oil Co.	Toledo Steel Products Co.
The Globe-Wernicke Co.	U. S. School of Music
Goodall Fabrics	Universal Zonolite
Griesedieck Bros. Beer	Insulation
Interstate Brewery Co.	Virginia Dare Wines
Ken-L-Ration Products	Wadsworth Watch Case Co.
Krim-Ko	Wheeler-Osgood Lumber
La Corona Cigars	Products
	Wolverine Work Gloves
	and Work Shoes
	Wm. Wrigley Jr. Co.

eight days later, on Oct. 21, *The Washington Post* carried another full-page potato ad. This time it was sponsored by the potato growers of 23 states, whose representatives were at the moment assembled in Washington to discuss the price situation confronting the growers and sellers.

This ad was addressed to the President; to James F. Byrnes, Director of War Mobilization; Fred M. Vinson, Director of Economic Stabilization; Marvin Jones, War Food Administrator; members of the U. S. Senate and House of Representatives. Its message

was: "The potato growers and shippers of America are unalterably opposed to a government subsidy on white potatoes as unnecessary, unwise and unfair."

But in effect it also was addressed to the thousands of consumers whose voices are reflected in many of the final decisions made in Washington. Mr. Bernard sizes it up simply: "Open presentation provokes discussion."

On August 23, the *Amarillo Globe-News*, published in the heart of the Texas cattle country, sponsored a full-page advertisement challenging the

necessity of cattle slaughter quotas while the ranges and feed lots were crowded with a record number of beef cattle. (This ad also appeared in *The New York Times*.) On September 1 front pages all over the country headlined a story on changes ordered by Washington in the slaughter-quota system.

John H. Swisher & Son, Jacksonville, Fla., wanted sub-contracts for its machine shops. To reach manufacturers with prime contracts, Mr. Swisher ran full-page ads in a number of newspapers in manufacturing centers. To reach government officials at the headquarters and clearing house of the entire war effort, Mr. Swisher advertised in Washington newspapers—again with full-page ads. Washington brought the first results. Next day after the ads appeared, Mr. Swisher received a letter from the War Production Board, "with reference to your advertisement in *The Washington Post* this morning," and offering to put two prime contractors in touch with the company at once. Mr. Swisher also received a call from a big contractor who said he had read the ad while in Washington on business.

Ad Gets Man a Commission

One of the most amazing incidents in the use of Washington media to get across an idea is the case of a man who advertised for a commission in the Army—and got three offers in one day! His two-column, four-inch display advertisement is worth quoting:

"To Administrative Officers of the Army:

"For 23 years I have managed my own business involving the wholesale distribution of paper to textile mills on the Eastern seaboard—Maine to Georgia. I have served my customers, played fair with the paper mills and wrestled with factory management, transportation, labor and the ever-present payroll. I can take orders—or give them, and get things done. I'll do any work that's assigned to me, but prefer a field job to a desk job. I am an American with 319 years of direct background. Yes, I'm 52, but is that too old for a man to serve his country?"

"I hope that this advertisement is in no way a violation of any code of ethics, or that it will be considered a smart-alec gesture. It is a sincere effort to contact the personnel officer of some department that can use my services, without taking the time and energy of other men whose days are too full as it is. Write me where and when, and I'll be glad to present myself for interview."

Simultaneously to his blind-ad box came three letters from three different

CASH DONATIONS from 83 out of 93 COUNTIES!

Again—here's proof of

Omaha World-Herald Influence

in its State-Wide Market!

When the Omaha World-Herald asked subscribers to give cigarettes to service men, folks really showered down! Though space devoted to promotion was only minor, a fund of more than \$10,000.00 poured in—enough to buy nearly 5,000,000 cigarettes!

HOW COME?

INFLUENCE: Most families in this market read the Omaha World-Herald. They like its vigorous leadership. On important local and state problems it has ever demonstrated a courageous, guiding spirit that has been a powerful influence in molding the thinking and acting of its readers.

RICH MARKET: Omaha's Douglas County is 2nd among 3,074 counties of the nation in Increased Per Capita Income for the first 9 months of 1943!

COVERAGE: This one newspaper is read in 96.3% of the homes in the Omaha Metropolitan area—45% of all the homes in the 93 Nebraska and 10 Southwestern Iowa counties!

DAILY, 194,698; SUNDAY, 187,971.
6 Month Average Ending Sept. 30, 1943.



96.3% COVERAGE OF
METROPOLITAN OMAHA
—100% COVERAGE OF
EVERY WORTHWHILE
HOME

45% COVERAGE OF THE
ENTIRE 103-COUNTY
NEBRASKA AND SOUTH-
WESTERN IOWA MARKET

Omaha WORLD-HERALD
One of the Nation's Great Newspapers

Owners and Operators of Radio Station KOWH

O'MARA & ORMSBEE, Natl. Rep.; New York • Chicago • Los Angeles • San Francisco

sections of the War Department. This advertiser was sent to Officer Candidate School and quickly commissioned, while many a foot-sore and heart-weary man with equal qualifications pounded vainly at all the usual doors in Washington and pulled the usual political strings without success.

An extraordinary advertising development came last May when Vice President Henry Wallace made his now famous "quart of milk a day" speech. The press almost unanimously gave little or no attention to the address. But a few days later the International Latex Corp. reprinted the entire talk, without comment, as a full-page advertisement in *The Washington Post*. Columnist Raymond Clapper thereupon pounced upon it and devoted two or three of his daily columns to it; thereafter the press throughout the country made much of it. Last month International Latex did the same thing with the speech of Speaker of the House Sam Rayburn urging unity on the home front. It comes under the head of "constructive attention getters."

Reaches Fourth Estate

The Wallace incident was a delight to Advertising Director Bernard.

"Not only does advertising in Washington reach executive, legislative and administrative officers," he points out, "but it also reaches the Fourth Estate—the most important segment of it in the world."

When the Missouri Pacific Railroad ran its first appeal to the public to refrain from unnecessary travel, its message reached the Office of Defense Transportation (which it wanted to reach) as well as the general public. Wrote the Missouri Pacific to *The Washington Post*:

"We were particularly pleased that the Office of Defense Transportation were impressed to such an extent that they called this office to compliment our railroad on running such an advertisement and stated it completely covered the story they have been endeavoring to convey to the traveling public during the present emergency."

Advertisers have received exceptional attention on Capitol Hill as a result of the "open presentation" of their cases. Read in toto into *The Record* by Senator Bridges was a now-famous advertisement of Nash-Kelvinator Corp., bannered by the caption: "I'm not playing for marbles." This advertisement, quoting a soldier, "Don't anybody tell me I'll find America changed . . ." stirred up a whole series of ideological debates in Congress.

"If an advertising message registers with Congress, it has been measured by a real yardstick," says Mr. Bernard.



123,000 NAMES

On Santa's Troy A.B.C. City Zone List

When Santa came to Troy this Christmas he had 123,000 stockings to fill. Within the 3½-mile radius of the Troy A.B.C. City Zone 123,000 people were awaiting his arrival . . . people in Troy, Watervliet, Green Island, Cohoes and Waterford. Sales activity hit a new high during the Christmas buying rush and although Santa didn't have to travel any great distances in this compact market, his load of presents was much heavier than usual.

Only ONE daily medium—The Record Newspapers, Troy's only dailies—exercised any influence on what these 123,000 people asked for when they wrote their letters to Santa.

Blanket coverage by these papers is yours at only 12c per line.



J. A. VIGER, ADVERTISING MANAGER

JANUARY 1, 1944

Aberdeen
Aberdeen
Aberlone
Akron
A bany
Alburt
Alburt
Alexand
Algon
Alto
Altoona
Anders
Ann Ar
Appet
A hevil
Ash and
A lanta
At lanti
Atlantic
Auburn
Augusta
Austin
Bakers
Baltimo
Bapor
Baton K
Bismar
Beloit
Berkele
Bethleh
Billings
Bingham
Birmin
Bismar
Blomfi
Boise
Boston
Bridge
Bristol
Brocks
Buffalo
Burling
Burling
Canton
Casper
Champa
Charles
Charles
Chattam
Chicago
Chico
Cincinnati
Clark's
Cleveland
Colorado
Columb
Columb
Columb
Corpus
Council
Cumber
Danville
Davenport
Dayton
Decatur
Denver
Des Mo
Detroit
Duluth
East L
El Dor
Elgin

TRIBUTE TO THE UNCONQUERABLES

You are cordially invited to visit the store in your city sponsoring the Tribute to the Unconquerables.



One of the many colorful window displays featured during Tribute to the Unconquerables.

Tribute to the Unconquerables is a fitting prelude to the opening of the Fourth War Loan Drive. The War Finance Committee commends it unreservedly to the American people as an expression of faith and friendship from a great free nation to our suffering allies.

TED R. GAMBLE, *National Director*

TED R. GAMBLE, *National Director,
e Division, U. S. Treasury Department.*

4TH WAR LOAN....

**Beginning January 10th—thrilling window displays at these stores
co-sponsoring Tribute to the Unconquerables**

Aberdeen, So. Dak. Olwin Angell Store
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"The Progressive Farmer has progressive ideas!"

... says **JESSE STUART**

Author of "TAPS FOR PRIVATE TUSSIE"
December Book-of-the-Month Club Selection



"THE PROGRESSIVE FARMER is the first and only farm magazine to use my stories," says **JESSE STUART**, Riverton, Kentucky, author of *Taps for Private Tussie*. "Your editor, associate editors and staff members are in my estimation a fine group of people to send material, fine to work with...and this is my honest experience. You have, as the name of your magazine indicates, progressive ideas not only in farming but in fiction, that is, you do not expect an author to write a story to a narrow formula and that is a healthy sign..."

In keeping with its editorial policy of featuring fiction by nationally-known authors, The Progressive Farmer has carried the following

JANUARY 1, 1944

stories by Mr. Stuart: *Saturday Holiday*, March, 1941; *Varied Fruit*, January, 1942; *Lady*, December, 1943. *Progressive* is the middle name of The Progressive Farmer.

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Californians Battle Over Free Markets for Surplus Produce

A STRUGGLE is on in California with consumers, represented by labor and consumer groups on the one hand, wholesalers, retailers, and chain store representatives on the other—and unhappy politicians in between—over whether California will allow or prohibit Farmers' Free Markets to be established at key points throughout the state.

Consumers want the Farmers' Markets and so do the farmers. Business men in established distribution channels for farm produce do not want them. Petitions for such markets have been kicking around the office of the Mayor of San Francisco for several months—postponed while Mayor Angelo Rossi went out and Roger D. Lapham was voted in—and now new pleas for markets to be set up on a statewide basis with state appropriations, are making Governor Earl Warren unhappy.

The new pleas have been passed on from committee to committee for "research," "study," "investigation." But farmer, consumer and labor spokesmen say they do not intend to allow the proposal to be "buck-passed" into limbo. They are keeping it very much alive, and as this was written a mass meeting was scheduled in San Francisco, sponsored by consumers who insist that food must not go to waste.

Bumper Harvest in Distress

It all started last August when Northern California pear growers from Sonoma, Napa, and Santa Clara Counties sent out a distress cry that a bumper harvest of early pears was ripening—and likely to rot on the ground. The reasons for the distress cry were: lack of cold storage space which would have enabled canners to buy and store the fruit for processing; wartime difficulties of transportation; heavy crops causing low prices to be offered to farmers—below the cost of producing, they claimed. On the other hand, the public was fruit hungry, for even in California fruit was dear this year; and hundreds of thousands of housewives were eager to can fruit if they could get it cheap enough.

Farmers got together, obtained permission to hold an outdoor free market in San Francisco, and rolled into town with their trucks to offer their fruit at 4c a pound when the average in retail stores was 17c a pound.

Previously, Marin County farmers,

also with a crop of fine pears ready to fall, had issued an invitation to the public to come to the orchards in their own conveyances and get the fruit. Twelve hundred 50-pound lugs of fine pears were sold direct in this way. When the OPA denied the request for extra gas for similar excursions into Napa, Santa Clara, and Sonoma Counties, the farmers of that region decided to bring their own produce to the city. Within 40 days they moved in this way 7,500 tons of crops.

Form Emergency Committee

Every farmer with a surplus crop got wind of the move. A big harvest of potatoes was coming along, and the best tomato crop in years was ripening rapidly. Farmers and orchardists were determined that none of this food they had slaved to produce go to waste.

Wholesalers, retailers, and chain-store purveyors of foods were worried. Through the San Francisco Chamber of Commerce, the Emergency Distress Crops Marketing Committee was formed, with Edson Abel at its head. "We felt," said Mr. Abel, "that the regular channels of trade were the best for moving surplus crops to the consumer. The Farmers' Market has a limited appeal and scope."

So when the potato growers of the San Joaquin Valley, with crops ready, asked for help in moving a big potato harvest at a profit, the new Distress Crops Marketing Committee got busy, with John E. Pickett of *Pacific Rural Press* as chairman. A "Potato Week" was launched, with representatives of wholesalers, retailers, and chain store groups pledged to push potatoes, talk potatoes, advertise potatoes, and offer potatoes by the 100-pound sack at low prices. The Committee obtained publicity over the radio, in newspapers and elsewhere.

The Committee felt that any number over 5,000 sacks "would be highly acceptable." Actually, they moved 17,600 hundred-pound sacks from growers to consumers during the drive, on behalf of the growers to consumers. On behalf of the growers, Russell Bjorn, secretary-manager of the Stockton Chamber of Commerce, congratulated the Committee, and suggested to its chairman that "similar campaigns of mutually cooperative efforts between city consumer and farm grower groups be recommended to the chambers of commerce throughout the entire state."

"Our aim," explains Mr. Abel,

"when a crop group puts out a distress signal, is to find the cheapest, quickest, and most effective means of moving that crop from the growers to the consuming public. Our researches show that the normal, established channels of trade are the best for this purpose."

Potato Week was followed up in early October with a clean-up campaign through the same channels.

The next job was to move a large, rapidly ripening surplus tomato crop, which the committee handled through established tradeways.

One of the aims of the committee is to do "a public relations job" for these same recognized trade channels. This, in the face of an intensified move of grower and consumer groups to have a permanent Farmers' Free Market set up in San Francisco, financed by city funds. Hearings at the City Hall were held to consider a proposal to appropriate \$20,000 from tax funds for the purpose of setting up a permanent Farmers' Market to be operated by the city.

While the Chamber of Commerce Distress Crops Marketing Committee works amicably with and through the Farmers' Market, wholesale and retail members of the committee, and chain store representatives, are not enthusiastic about having this wartime expediency a permanent one.

Farmers & Consumers Approve

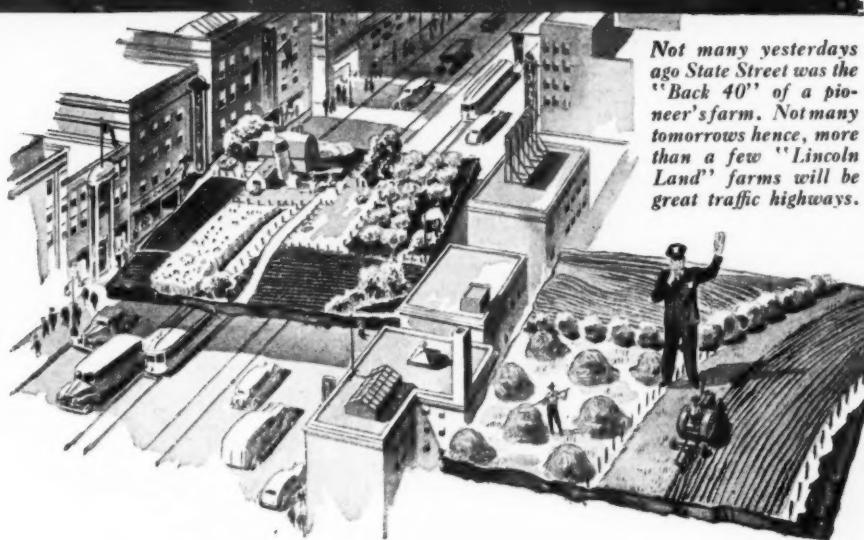
John Bruccata, representing those who favor the Free Market, contends that in the long run wholesaler and retailer groups will benefit from such a market. Since more produce will be moved, everyone will have more money to buy more. Many farmers now coming to the Wartime Free Market (large and small farmers are bringing their produce to town) are depending on it for their chief money income. They are getting good prices. The daily average of farm trucks, representing farmers from 22 counties, is 40, but weekends there are sometimes 145 trucks loaded with varied produce.

Mr. Bruccata, who admits that the huge potato crop could not have been handled by the Farmers' Market alone—"it was too enormous"—says that the Market "will be open for the duration of the war and as long as the public wants it." Farmers like it because it gives them an outlet if wholesalers, processors, or packers offer for crops prices which they consider too low, or below cost of production.

Consumer groups are for it and want it extended because they believe that it "tends to stabilize prices." Prices on the offered types of produce came down in retail outlets as soon as the Free Market opened.

"LINCOLN LAND"—Where more than 14,000,000 people MEAN BUSINESS!

**A Farm
on State Street
and a
Traffic Cop on
the "Back 40"**



Not many yesterdays ago State Street was the "Back 40" of a pioneer's farm. Not many tomorrows hence, more than a few "Lincoln Land" farms will be great traffic highways.

"LINCOLN LAND"

*—where city dweller and country folk
think and talk the same language*

IN "LINCOLN LAND" there are no sharp dividing lines between those who live on farms and in towns and cities. Here in this great agricultural empire for which our cities are the manufacturing and distributing centers, live a practical "grass roots" people—friendly to products of merit. Keen judges of values—they have the money to buy what they want when they see it.

There are two great lines of communication to these "Lincoln Land" families—Prairie

Farmer, over 100 years old and America's largest territorial farm paper—and WLS, the greatest mail pulling radio station in the country—each a living, vital source of information, help and entertainment.

Powerful as single units, these two great mediums have *multiplied* power when used *as a team*. Many times they have proved that alone and unaided they can build sales for trade-marked products of merit. Would you like to see some case records?

"LINCOLN LAND" language is simple and direct . . . TALK IT!

If your products are real "honest-to-goodness" values—tell our 14,000,000 "Lincoln Land" folks straight from the shoulder. They like facts in good Anglo-Saxon—and the "human touch." Ask your advertising agency for rates and data.



PRAIRIE FARMER
SINCE 1841

BURRIDGE D. BUTLER, PRESIDENT



CHICAGO



**THIS IS
"LINCOLN LAND"**

60% URBAN
40% RURAL
100% PROSPEROUS

Don't Say "No" and Sign Off— Give Your Letters a Sales Twist

De Long Hook & Eye Co. calls them "double-duty" letters. They can do much to hold customer friendship in times when goods are short, service is slow, and quality is not up to peacetime standards. Their value far exceeds the cost involved.

BY CHARLES A. EMLEY

*Sales Promotion Manager
De Long Hook & Eye Company
Philadelphia*

OBVIOUSLY the primary function of acknowledgment letters is to express appreciation for orders; but with a little extra thought, many of them can be converted into effective promotion letters.

Recently I received one of these "double-duty" letters in which the correspondent not only thanked me for my order, but courteously explained that while the article I had bought is not comparable to his firm's peacetime product, it would serve my needs well in this crisis, and long thereafter, if I would follow the suggestions he embodied in his letter.

Letters like this, so unusual in these days when many firms assume a "take-it-or-leave-it" attitude toward their customers, help to create friendly, co-operative relationships between sellers and buyers—relationships that will endure far beyond the war's end.

Help to Sell Substitutes

Forced by Government restrictions to make some items of substitute materials, we at De Long's write many "double-duty" acknowledgement letters. Ordinarily, for instance, we make brass pins. Since brass is not available for such articles, we are obliged to supply our customers with steel pins which, though satisfactory in an emergency, are not in the same quality category with non-rusting brass pins. Accordingly, we acknowledge each customer's first order for steel pins with a "double-duty" letter like this:

Thank you for your order of — for — pounds of size 5 straight pins.

The pins will be shipped within a week. As we mentioned in a previous letter, Mr. —, circumstances force us to serve you with steel pins for the time being. Unlike brass pins, steel pins are not rust-proof; but they are the only kind we can make now, no brass being available for such articles.

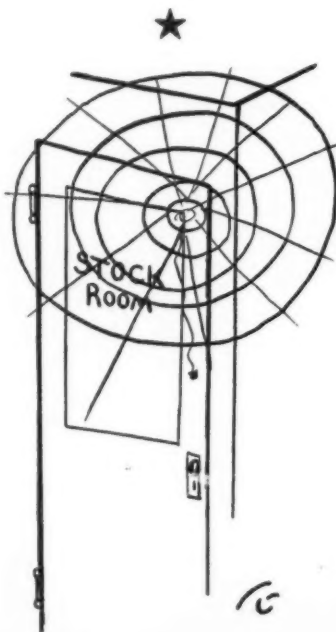
You will observe that they have a black

finish. Naturally, black pins are not as presentable as those finished in white, but they serve most purposes well as "pinch hitters."

Only by adopting the black finish could we produce any pins at all, and we unhesitatingly adopted it believing that you and our other friends are chiefly interested in getting some kind of pin.

We're confident, Mr. —, that the black pins will answer your needs until we are again prepared to serve you with non-rusting brass pins. It is our hope that that day is not far off.

Because of the paper shortage, and to conserve manpower, we have narrowed our line to a few put-ups of each item. As a result, we are obliged to serve some customers with different put-ups from those they order. Even though customers gladly accept any put-ups in these days, when we make a substitution we write the customer a "double-duty" acknowledgment letter, like the following, explaining why we cannot ship to him exactly what he ordered. The cooperative answers these letters elicit prove that the letters are excellent good-will builders.



This morning's mail brought us your appreciated order of —.

Cooperating with the Government in its efforts to conserve manpower and war-necessary materials, we have eliminated several numbers from our — line.

It so happens that one of the numbers we no longer offer is —, of which your order calls for — gross. Knowing that you are in full sympathy with the Government's conservation program, and that you are mainly interested in getting some kind of merchandise to sell, we have taken the liberty of shipping to you — in place of the number you ordered.

We're confident that your customers will readily accept this number, especially if you explain why we are concentrating on it in this emergency. You will see from the price that it nets you an excellent profit.

Thanks a lot for your cooperation—and here's hoping that before very long conditions will permit us to reinstate the numbers we have temporarily discontinued. Until then, you may depend upon us to do the very best we can for you.

Obtain Wider Distribution

In normal times "double-duty" acknowledgment letters can be used for many purposes, and now is none too soon to lay plans for using them. They are, to cite one example, effective in helping to induce customers to add items they never before featured. Let us assume that "wholesaler A" is doing well with a few De Long products, nothing at all with the others. In occasional "double-duty" acknowledgment letters we stress the selling possibilities of the articles he is passing up, concentrating on one item in each letter. Here is a typical letter of this kind:

Your order of —, for which we thank you, arrived this morning. Everything it calls for will be shipped promptly, Mr. —.

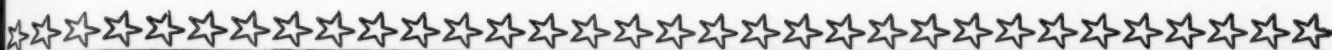
You're doing a fine job with the De Long items you are handling. Your sales of all of them for the first six months of this year were away ahead of those for the same period last year. Congratulations!

Now, what puzzles us, Mr. —, is why you are passing up the other items in our line. The fact that you are doing well with a few, convinces us that you can do equally well with all of them. They are all good sellers and they all net you a good profit.

Take hair pins, for example. (Here the letter singles out a good-selling number, tells about its put-up, its selling possibilities, emphasizes the profit it yields wholesalers, etc.)

Why not include some of this number on your next order, Mr. —, and put it to a selling test? That's the best way to determine how well it sells—and we know you will be pleased with the result.

These few examples are by no means all-inclusive. "Double-duty" acknowledgment letters, adaptable to scores of situations, can perform many other helpful missions. They merit a place in every firm's letter repertoire, now and in normal times.



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OFFICE OF THE CHIEF OF ORDNANCE
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JANUARY 1, 1944

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Sales Management High-Spot Cities

Retail Sales and Services Estimates for February, 1944

Last February saw a terrific and unseasonal boom in retail sales as householders stocked up in anticipation of an extension of rationing. So it is not surprising that the S.M. estimate for February of this year is only 8.2% ahead of last year, as against the 10% gain scheduled for January. The dollar volume, however, is almost up to the January figure and reflects a continued frenzied demand for soft goods and luxury articles. The most recent spot surveys of the Department of Commerce show florists, women's ready-to-wear, eating and drinking places, drug stores and jewelry stores as having gains twice as great as the all-store average.



SALES MANAGEMENT'S *Research and Statistical Department* has maintained for several years a running chart on the business progress of approximately 200 of the leading market centers of the country. Among the ones shown in the following columns are those in which, for the month immediately following date of publication, Retail Sales and Services should compare most favorably with the similar period a year ago.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales, as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume this year and last. A figure of 126.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 26% over the similar month a year ago. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizeable gain over its own past, but the rate of gain may be less than that of the Nation. All figures in the second column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the Nation. The third column, "\$ millions" gives the total amount of retail sales and services estimate for the same month as is used in the in-

Suggested Uses for This Index

- (a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where post-war drives should be localized.

As a special service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of 12-months' Retail Sales volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

dex columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or the total size of the market as compared with other cities.

In studying these tables three primary points should be kept in mind:

1. How does the city stand in relation to its 1942 month? If the "City Index" is above 100, it is doing more business than a year ago.

2. How does the city stand in relation to the Nation? If the "City-National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.

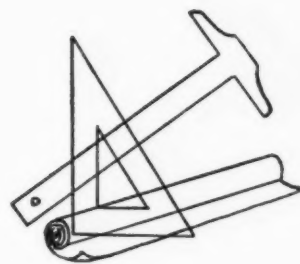
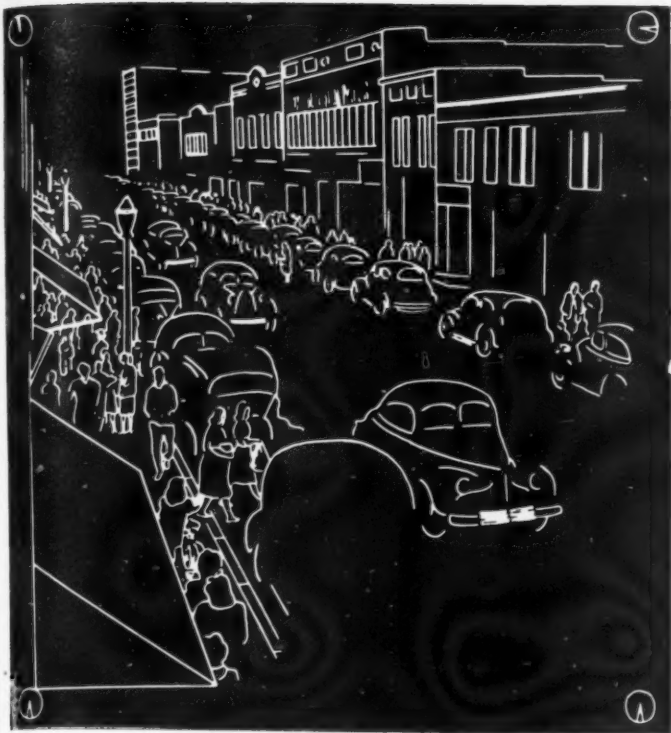
3. How big a market is it? The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-sized cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

One year ago, 20 cities were listed as leading in expected city-index gains, but only six of those cities are in a similar list of leaders for this February. In most instances this means no diminution in the prosperity of the cities, but since our indexes are compiled on a percentage gain basis, most of these cities have reached the point where they cannot expand much further.

Here are the 20 leaders and those which were on the list last year are printed in italics: Austin, 158.6; *Wichita*, 147.8; *Evansville*, 147.5; *Springfield, Mass.*, 143.5; *Knoxville*, 140.3; *Honolulu*, 140.3; *Topeka*, 139.5; *San Diego*, 139.3; *Oakland*, 137.7; *Jackson, Mich.*, 137.6; *Chester, Pa.*, 137.5; *Long Beach*, 136.9; *Portsmouth, Va.*, 135.6; *Muskegon*, 135.1; *Savannah*, 135.0; *Lansing*, 133.5; *Los Angeles*, 133.4; *Detroit*, 132.9; *Portland, Ore.*, 131.8; *Tampa*, 131.8.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month of the preceding year which equals or exceeds the national change.
(Continued on page 90)



BLUEPRINT for CIRCULATION

From the advertiser's viewpoint, a broad pattern of people gravitating toward the same trading center is the best blueprint for newspaper circulation. A good newspaper fits its circulation to the existing market . . . builds toward the center, avoids borderline readers, who are likely to shop in the wrong direction.

Hempstead Town, (Long Island, N. Y.), for example, has a population of 275,100 . . . or 67% of the people of Nassau County. They are spending annually \$179,-253,000 in retail sales . . . *here in the Township.* That's 79% of the retail purchases of Nassau County. Hempstead Town per capita retail sales are \$653—Nassau County per capita retail sales, \$506. In short, 67% of Nassau County people spend higher than the county average *in the Hempstead Town Market.*

The Nassau Daily Review-Star—a standard size newspaper selling for 4c—uses the Hempstead Town Market as its circulation blueprint. That's why this newspaper can offer advertisers 95% concentration in this

rich market. Delivered by carrier boys to the homes in this area—which are estimated to be 78% owner-occupied—the Review-Star is the only newspaper so closely woven into the lives and buying habits of these families. Circulation, 33,700 as of Dec. 23, 1943, has increased more than 2,000 in the last 12 months.

Did you get YOUR copy of "Hempstead Town . . . and Company"? Here is a factual study of the Hempstead Town Market, showing how it outranks many big name cities in population, effective buying income, retail and commodity sales.



Nassau Daily Review-Star

LONG ISLAND'S GREATEST NEWSPAPER

Published Daily Except Sunday—4c per Copy

HEMPSTEADTOWN, LONG ISLAND, NEW YORK
EXECUTIVE OFFICE: ROCKVILLE CENTRE, N. Y.

NATIONAL REPRESENTATIVES: BOGNER & MARTIN — NEW YORK — CHICAGO

JANUARY 1, 1944

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Could anything be
more essential?



There's no question about the necessity for rationing shoes. But shoes for tots and primary graders should be provided to meet the need.

The wartime Boot and Shoe Recorder is leading a crusade on behalf of the youngsters — who *must* be well shod. And the leaders in the industry are following it closely in the Recorder's pages . . . just as they'll follow your constructive advertising in this eagerly read shoe paper.

Published Twice Monthly

**BOOT and SHOE
Recorder**

NATIONAL VOICE OF THE TRADE

A Chilton Publication

100 East 42d Street, New York 17, N. Y.

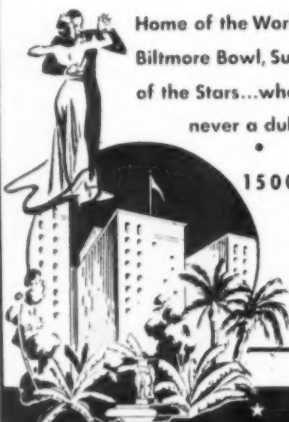
THE

**Biltmore
HOTEL**

Only five minutes from the Union Station in the heart of the business, theatre and shopping area of Los Angeles...conveniently located, to save precious time and energy.

Home of the World-famous Biltmore Bowl, Supper Club of the Stars...where there's never a dull moment.

1500 ROOMS
Singles from \$4.50
Doubles from \$6.50



LOS ANGELES, CALIFORNIA

Sales Management High-Spot Cities

(Continued from page 88)

RETAIL SALES AND SERVICES
(S. M. Forecast for February, 1944)

	City Index	City Nat'l Index	\$ Millions
U. S. A.	108.2	100.0	5,400.00
Alabama			
★ Mobile	111.8	103.3	6.05
★ Birmingham..	110.0	101.7	15.38
★ Montgomery..	105.5	97.5	4.08
Arizona			
★ Phoenix	127.7	118.0	7.26
★ Tucson	127.5	117.8	3.77
Arkansas			
★ Fort Smith ..	111.0	102.6	2.01
★ Little Rock ..	101.3	93.6	4.93
California			
★ San Diego ..	139.3	128.7	21.75
★ Oakland	137.7	127.3	32.22
★ Long Beach ..	136.9	126.5	14.25
★ Los Angeles ..	133.4	123.3	105.74
★ San Jose	130.6	120.7	6.36
★ San Bernardino	130.2	120.3	3.42
★ Pasadena	129.2	119.4	6.72
★ Stockton	124.0	114.6	4.80
★ San Francisco	122.4	113.1	46.14
★ Santa Barbara	118.5	109.5	2.60
★ Berkeley	117.6	108.7	4.50
★ Fresno	116.5	107.7	6.00
★ Sacramento ..	109.6	101.3	8.51
Colorado			
★ Denver	118.0	109.1	21.41
★ Pueblo	98.5	91.0	2.21
★ Colorado Springs	94.2	87.1	2.56
Connecticut			
★ New Haven ..	117.7	108.8	12.25
★ Waterbury ..	116.9	108.0	6.64
★ Bridgeport ..	115.3	106.6	10.39
★ Stamford	114.8	106.1	3.78
★ Hartford	111.4	103.0	18.05
Delaware			
★ Wilmington ..	119.0	110.0	8.63
Dist. of Columbia			
★ Washington ..	115.8	107.0	64.15
Florida			
★ Tampa	131.8	121.8	7.74
★ Miami	129.5	119.7	13.76
★ Jacksonville ..	127.0	117.4	8.92
Georgia			
★ Savannah	135.0	124.8	5.87
★ Macon	115.1	106.4	3.80
★ Atlanta	114.6	105.9	23.32
★ Columbus	109.8	101.5	2.93
★ Augusta	106.3	98.2	3.55
★ Albany	105.7	97.7	1.24
Hawaii			
★ Honolulu	140.3	129.7	23.00
Idaho			
★ Boise	121.7	112.5	2.67

RETAIL SALES AND SERVICES
(S. M. Forecast for February, 1944)

	City Index	City Nat'l Index	\$ Millions
Illinois			
★ Chicago	120.7	111.6	196.93
★ Rockford	120.0	110.9	6.35
★ Moline-Rock			
★ Isl. E. Mol...	114.6	105.9	4.82
★ Peoria	107.7	99.5	7.15
★ East St. Louis	104.5	96.6	3.60
Indiana			
★ Evansville ...	147.5	136.3	8.03
★ Indianapolis..	123.5	114.1	28.03
★ Fort Wayne...	113.3	104.7	7.80
★ Gary	107.6	99.4	5.34
★ Terre Haute..	104.1	96.2	3.90
★ South Bend..	100.0	92.4	5.44
Iowa			
★ Sioux City ..	125.0	115.5	5.13
★ Des Moines ..	118.6	109.6	9.70
★ Cedar Rapids	112.2	103.7	4.34
★ Davenport ..	109.4	101.1	3.87
Kansas			
★ Wichita	147.8	136.6	11.70
★ Topeka	139.5	128.9	4.60
★ Kansas City ..	123.0	113.7	5.23
Kentucky			
★ Louisville ...	124.5	115.1	20.81
★ Lexington ...	106.6	98.5	3.97
Louisiana			
★ New Orleans	119.7	110.6	22.05
★ Shreveport ..	111.8	103.3	5.44
Maine			
★ Portland	110.9	102.5	8.00
★ Bangor	109.4	101.1	2.45
Maryland			
★ Baltimore ...	115.7	106.9	55.25
★ Cumberland ..	113.0	104.4	3.24
Massachusetts			
★ Springfield ..	143.5	132.6	14.32
★ Boston	118.0	109.0	60.58
★ Worcester ...	113.5	104.9	11.80
★ New Bedford	113.4	104.8	4.93
★ Fall River ...	110.3	101.9	4.95
★ Holyoke	110.3	101.9	2.74
★ Lowell	109.0	100.7	4.58
Michigan			
★ Jackson	137.6	127.2	4.93
★ Muskegon ...	135.1	124.9	3.61
★ Lansing	133.5	123.4	8.60
★ Detroit	132.9	122.8	114.65
★ Battle Creek	127.4	117.7	4.00
★ Flint	125.8	116.3	11.04
★ Bay City	122.1	112.8	3.44
★ Grand Rapids	116.7	107.9	11.36
★ Kalamazoo ..	114.2	105.5	4.90
★ Saginaw	108.8	100.6	4.67
Minnesota			
★ Minneapolis ..	129.5	119.7	34.89
★ St. Paul	125.4	115.9	19.23
★ Duluth	119.3	110.3	5.47
Mississippi			
★ Jackson	105.1	97.1	3.06
Missouri			
★ Kansas City ..	122.2	112.9	28.62
★ St. Joseph ..	121.2	112.0	3.70
★ Springfield ..	114.7	106.0	3.17
★ St. Louis	112.3	103.8	44.22

SALES MANAGEMENT

RETAIL SALES AND SERVICES
(S. M. Forecast for February, 1944)

	City Index	City Nat'l Index	\$ Millions
Montana			
★ Billings	110.9	102.5	2.11
Nebraska			
★ Omaha	128.3	118.6	14.45
★ Lincoln	123.5	114.1	4.30
Nevada			
★ Reno	111.5	103.0	2.98
New Hampshire			
★ Manchester ..	111.6	103.1	4.00
New Jersey			
★ Paterson	127.6	117.9	12.28
★ Newark	120.0	110.9	34.19
★ Trenton	108.9	100.6	8.40
Camden	106.2	98.2	6.50
Jersey City—			
Hoboken	105.4	97.4	22.11
Passaic	101.1	93.4	5.35

New Mexico

★ Albuquerque ..	113.7	105.1	2.88
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New York

★ New York ..	127.8	118.1	384.30
★ Rochester ...	122.5	113.2	21.00
★ Schenectady ..	118.8	109.8	5.33
★ Jamestown ..	117.7	108.8	2.47
★ Buffalo	114.0	105.4	29.02
★ Hempstead			
Twsp.	114.0	105.4	15.00
★ Binghamton ..	112.5	104.0	4.68
★ Elmira	110.4	102.0	3.37
★ Niagara Falls ..	109.3	101.0	4.38
Syracuse	108.1	99.9	11.87
Troy	108.0	99.8	3.56
Utica	107.7	99.5	5.20
Albany	100.0	92.4	7.31

North Carolina

★ Greensboro ..	119.0	110.0	3.80
★ Winston-			
Salem	117.8	108.8	3.97
★ Asheville ...	112.5	104.0	3.81
Durham	104.8	96.9	3.15
Raleigh	102.5	94.7	3.00
Charlotte ...	96.0	88.7	6.16

North Dakota

★ Grand Forks ..	129.7	119.9	1.61
★ Fargo	110.6	102.2	2.59

Ohio

★ Akron	130.5	120.6	18.81
★ Dayton	124.0	114.6	17.29
★ Cleveland ...	123.0	113.7	63.37
★ Springfield ..	122.6	113.3	4.21
★ Columbus ...	115.7	106.9	22.32
★ Youngstown ..	114.1	105.4	10.52
★ Canton	113.4	104.8	7.85
★ Toledo	113.3	104.7	18.07
★ Cincinnati ...	112.3	103.8	34.40
★ Steubenville ..	112.0	103.5	2.89
★ Zanesville ...	111.5	103.1	2.40

Oklahoma

★ Tulsa	119.8	110.7	8.20
★ Oklahoma City	110.7	102.3	10.30
Muskogee ...	95.6	88.4	1.78

Oregon

★ Portland	131.8	121.8	30.50
★ Salem	115.2	106.5	2.70

Pennsylvania

★ Chester	137.5	127.0	4.93
★ Philadelphia ..	121.4	112.2	111.65

RETAIL SALES AND SERVICES
(S. M. Forecast for February, 1944)

	City Index	City Nat'l Index	\$ Millions
Pa. (cont'd)			
★ Pittsburgh ...	120.3	111.2	48.40
★ Erie	118.0	109.1	6.92
★ Harrisburg ...	114.9	106.2	6.58
★ Reading	114.3	105.6	6.60
★ Allentown ...	114.1	105.5	5.18
★ York	113.8	105.2	3.90
★ Lancaster ...	113.7	105.1	4.50
★ Wilkes-Barre ..	112.4	103.9	5.24
★ Williamsport ..	110.2	101.8	2.85
★ Altoona	109.2	100.9	3.85
★ Scranton	108.6	100.4	6.68
Johnstown ...	104.1	96.2	4.30

Rhode Island

Providence ..	107.8	99.6	18.00
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South Carolina

★ Greenville ...	114.7	105.9	4.21
★ Charleston ...	114.6	105.8	4.45
★ Spartanburg ...	109.5	101.2	2.77
★ Columbia ...	109.0	100.7	4.21

South Dakota

★ Sioux Falls ...	118.6	109.6	3.85
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Tennessee

★ Knoxville ...	140.3	129.7	9.05
★ Nashville ...	122.6	113.3	10.70
★ Memphis ...	110.5	102.1	18.20
★ Chattanooga ...	109.2	100.9	7.24

Texas

★ Austin	158.6	146.6	7.22
★ Beaumont ...	130.4	120.5	3.92
★ Corpus Christi	121.3	112.1	4.58
★ Galveston ...	119.7	110.6	2.91
★ Fort Worth ...	118.8	109.8	11.90
★ Houston	118.3	109.3	24.58
★ Dallas	118.2	109.2	21.65
★ Wichita Falls ..	115.9	107.1	2.82
★ San Antonio ...	114.4	105.7	11.68
★ El Paso	114.0	105.4	4.19
★ Waco	109.0	100.7	2.81

Utah

★ Ogden	119.0	110.0	3.18
★ Salt Lake City	116.7	107.8	9.52

Vermont

★ Burlington ...	115.3	106.6	2.09
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Virginia

★ Portsmouth ...	135.6	125.3	3.04
★ Richmond ...	117.5	108.6	14.25
★ Newport News ..	116.5	107.7	3.12
★ Norfolk	111.0	102.6	9.17
Lynchburg ...	107.1	99.0	2.40
Roanoke	107.0	98.9	4.14

Washington

★ Tacoma	122.8	113.5	9.92
★ Seattle	117.5	108.6	35.37
★ Spokane	111.6	103.1	8.58

West Virginia

★ Wheeling ...	125.0	115.5	3.76
★ Charleston ...	109.8	101.5	5.45
Huntington ...	106.1	98.1	3.75

Wisconsin

★ Milwaukee ...	128.7	118.9	42.67
★ La Crosse ...	125.0	115.5	2.56
★ Manitowoc ...	124.5	115.1	1.80
★ Superior ...	123.3	114.0	1.79
★ Madison ...	118.6	109.6	5.38
★ Green Bay ...	111.3	102.9	3.20
★ Sheboygan ...	109.2	100.9	2.92

Wyoming

★ Cheyenne ...	124.0	114.6	1.83
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Nationally Known

\$15,000

**SALES, ADVERTISING
and PUBLIC RELATIONS
MANAGER**

Available at \$10,000

Over 20 years of the most valuable kind of practical experience as General Manager, General Sales Manager, District Manager, Advertising Director, and Advertising Agency Owner.

Well-known administrator and analyst who knows how to build profitable current business and how to plan for post-war operations.

Expert in handling large and small groups of salesmen. Thoroughly experienced in all forms of sales promotion, educational work, publicity and public relations, marketing, merchandising and distribution all over America.

Competent to handle any kind of business. Previous experience includes packaged beverages, radio sets, household equipment and appliances, loose-leaf devices, wearing apparel, teaching and editing, and various agency accounts.

Draft exempt (46); 200-lb. six-footer; engaging personality; good teamworker and mixer; excellent organizer, and top notch salesman. Splendid references and contacts from coast to coast.

Box 1058

SALES MANAGEMENT,
386 Fourth Ave.,
New York 16, N. Y.

Media & Agency News

Agencies

Advertising's biggest job this month is the Fourth War Loan Drive, which starts January 18. Of the \$14,000,000,000 quota, \$5,500,000,000 would be raised from individuals by a volunteer sales force of 5,000,000 people. Sales to banks, insurance companies and other large buyers will not be announced until after the first two weeks of the drive.

Advertising volume for the Fourth drive may be at least as large—the paper situation permitting—as for the record breaking Third drive, last September. Stuart Peabody, the Borden Co., is coordinator and Guy Lemmon, campaign manager for War Advertising Council. Volunteer agencies are Young & Rubicam, Ruthrauff & Ryan and Albert Frank-Guenther Law for general media; Erwin, Wasey & Co. for farm papers, and G. M. Basford Co. for business papers.

The 20-year-old agency of Blackett-Sample-Hummert has been split into two agencies—Dancer-Fitzgerald-Sample and Hill Blackett Co. Dancer-Fitzgerald-Sample takes the Falstaff Brewing account and the B-S-H. parts of American Home Products, Sterling Drug, General Mills and Procter & Gamble. Blackett has Wander Co., A. E. Staley Manufacturing Co. and the B-S-H. part of Axton-Fisher Tobacco.

T. Norman Tveter, Erwin, Wasey & Co., is elected president of Media Men's Association of New York. Robert B. White, William Esty & Co., and E. A. Elliott, Campbell-Ewald Co., are named vice-presidents; Ray Huhta, Kenyon & Eckhardt, secretary; E. R. Wood, G. Lynn Sumner Co., treasurer, and D. M. Gordon, Ruthrauff & Ryan, sergeant-at-arms. Joseph Burland, Lambert & Feasley, past president, is chairman of the executive board.

Richard E. Goebel forms Pacific Coast Advertising Co., at 1167 McAllister Street, San Francisco, to concentrate on food advertising. . . James Noel Brown, A. Montgomery Huntington, Hugo W. Glaeser and Lt. Lyle B. Reigler have been promoted to corporate membership in Moser & Cotins, Inc., Utica, N. Y. Arthur S. Cotins is vice-president and treasurer. A president will be elected to succeed the late Theodore E. Moser. . . Following the recent death of Leonard W. Seelig, vice-president and treasurer of O. S. Tyson & Co., New York, Oscar S. Tyson, president, announces Fay Keyler as first vice-president; Miss Elizabeth M. O'Neill, secretary and treasurer. Ernest S. Green becomes copy manager; George Balsam account manager, and Herbert M. Mercree and Kenneth W. Bailey join the agency, respectively, as vice-president and account manager.

Warren Simonson, formerly president of Standard Oil Co. of Brazil, joins J. M. Mathes, Inc., in charge of the export advertising department. . . Elliott V. Bogert is now marketing and merchandising director of Foote, Cone & Belding, at San Francisco. . . J. Ackerman Briggs, former advertising manager of the Kellogg Co., is opening an office for Kenyon & Eckhardt in Hollywood. . . Ken Jones, from Young & Rubicam, becomes Cincinnati manager of Roy S. Durstine, Inc. . . Jack Eigel, from Compton Advertising, Inc., joins Buchen Co., Chicago, as an account and copy executive. . . Arthur J. Daly rejoins William

H. Weintraub & Co. as Hollywood manager. . . Raymond Everett Nelson is named radio director of Charles M. Storm Co., New York. . . Jack Loucks, from Warwick & Legler, is now assistant media director of Federal Advertising Agency.

Harry Chapperon (right) research director, is elected vice-president of Charles M. Storm Co.



Raymond F. Sullivan (left), vice-president, will head Ruthrauff & Ryan's plan board.

Lester F. Rounds (right) will work on Can Manufacturers' Institute account at Benton & Bowles.



John W. Sturdivant, account executive and media director, is named a vice-president of Erwin, Wasey & Co. . . Raymond F. Sullivan, vice-president and director, is elected chairman of the plan board of Ruthrauff & Ryan. . . James Yates, formerly art editor of *The Saturday Evening Post*, becomes vice-president in charge of art and production with Lennen & Mitchell. . . Alfred Politz joins Compton Advertising, Inc., as research director. He will continue independent activities in audience and readership measurement. Craig Davidson, vice-president, is elected a director of the Compton agency. . . Lester S. Rounds, from Arthur Kudner, Inc., becomes an executive with Benton & Bowles.

Accounts

National Industrial Information Committee, affiliated with National Association of Manufacturers, will launch an educational campaign for "free enterprise" through Arthur Kudner, Inc. . . Owens-Illinois Glass Co. places its entire account with J. Walter Thompson Co. . . American Optical Co., Sunglass division, to J. M. Mathes, Inc. . . American Stove Co. to Meldrum & Fewsmith, Cleveland. . . Hardman Peck & Co., pianos, to Hirshon-Garfield, Inc., New York. . . Lantene Medical Laboratories will promote Vi-Teens vitamins through McCann-Erickson, Chicago. . . Moffett Drug Co., Vitamin Juniors for children, to

Butler-Advertising, New York. . . Mathieson Alkali Works to Picard Advertising, Inc., New York. . . Driver-Harris Co. to A. W. Lewin Co., Newark.

Radio

In testimony before the Senate Interstate Commerce Committee, Niles Trammell, president of NBC, said that self-regulation by the broadcasting industry and not "bureaucratic edict" should control radio programs. "In every land where democracy is dead," he pointed out, "there is government control of radio, the press and the church."

NBC traces 24 years of broadcasting in an illustrated booklet, "What Goes on Behind Your Radio Dial."

From January 1 to September 30, 1943, CBS devoted 12,815 broadcasts, totaling 2,600 hours, to some phase of the war. Nearly 1,600 of these hours were sustaining.

Billings of Mutual Broadcasting System in November reached \$1,479,942, an increase of 62.6% from November, 1942. For 11 months, MBS billings were \$12,238,206, or 39.5% ahead of the same period of 1942.

Harold Hough of Station KGKO, Fort Worth-Dallas, chairman of the Blue Network's stations planning and advisory committee, is named a director of Blue Network Co. This is said to be the first time in broadcasting that a station representative, who is not a network stockholder, has been named a network director.

Charles B. Brown, formerly director of advertising, promotion and research of NBC, is appointed advertising director, RCA Victor Division of Radio Corp. of America. . . Hartley L. Samuels, recently with WOV, is named director of advertising and sales promotion of WHN, New York. . . Clarence G. Cosby, from KXOK, St. Louis, becomes general manager of WINS, New York, a Hearst radio station. J. Trevor Adams Jr. is named sales manager of WINS. . . Henry W. Slavick, WMC, Memphis, is elected a member of NBC's planning and advisory committee, representing Tennessee, Mississippi, Louisiana, Georgia and Florida, replacing Harry Stone of WSM, Nashville.

KODY (formerly KGNF), North Platte, Neb., joins NBC. The station is named for "Buffalo Bill" Cody. . . KICD, Spencer, Iowa, is now a member of Mutual. . . WJR, Detroit, issues a new rate card reflecting "the importance of the changed Detroit market." . . WOR, New York, reports from a survey that 65 of its 300 accounts have used the station four or more consecutive years. Two sponsors—Dugan Bros. bread and Golden Blossom honey—have been on WOR for 18 years. . . KPO, San Francisco, issues a promotion piece on its position in "the West's richest market." . . KECA, Los Angeles, runs a consistent newspaper and outdoor campaign through Dan B. Miner Co., to promote 24 of its shows.

William B. Lewis will become vice-president and general manager of the American Network on April 1, on completion of a nationwide program study he is making for CBS.

Mutual issues a report titled "1943 in Review," pointing out, among other things, that in the first 10 months of the year it devoted 1,468 programs, totaling nearly 642

SALES MANAGEMENT

hours to the war program, and estimating 1943 network sales at more than \$14,000,000.

Magazines

Due to the paper shortage, *Cosmopolitan*, *Good Housekeeping*, *Harper's Bazaar*, *House Beautiful*, *Motor Boating* and *Town & Country* announce that no new subscriptions will be taken.

Time starts to publish in its Canadian edition a special section, edited by Robert T. Elson, on news of Canada, and promotes it in a 1,000-line ad in 10 Canadian newspapers. . . . Beginning with the January 10 issue, *Pathfinder*, recently acquired by *Farm Journal*, will be printed in Chicago by R. R. Donnelley & Sons Co., providing "four days from writer to reader service." Editorial and circulation departments of *Pathfinder* will remain in Washington, but advertising headquarters will be merged with those of *Farm Journal* in Philadelphia. *Pathfinder* also issues a new rate card. . . . *Modern Screen*, a Dell publication, expands its large-space newspaper campaign, through Lennen & Mitchell, from 15 to 51 dailies. . . . Fawcett Publications, Inc., gives a War Bond as a Christmas present to all employees now serving with the Nation's armed forces. . . . *The Saturday Evening Post* announces a "Four Freedoms Symphony" by Robert Russell Bennett, inspired by Norman Rockwell's paintings, which the *Post* is using with department stores in many cities to promote War Bonds.

William Stone Honneus, recently with *Life* in Philadelphia, becomes advertising manager of the international editions of *Time*, succeeding L. L. Callaway Jr., now in the Navy. . . . Miss Margot Murphy, from *The New York Times*, is now coordinator of service departments with *Woman's Home Companion*. . . . Roger D. Long is transferred from Chicago to New York by McCall Corp., to work on the advertising service staff. . . . Graham A. Robertson joins Dell Publishing Co. on the eastern sales staff of *Modern Magazines*. . . . John A. Leighton is now on the sales staff of *Guide Magazines*.

The first issue of *The American Weekly* in its new and smaller page size will appear January 2. More than 8,000,000 copies are being distributed by 20 Sunday newspapers.

The new over-all page size is 15½ by 10¾ inches. The first issue contains 32 pages, of which 17 are full-page editorial features. Among the advertisements are nine full-page insertions. Five pages are devoted to smaller black-and-white ads and short editorial features.

The American Weekly first appeared in 1896 and this is the first change in its size.

Newspapers

Due to the newsprint shortage, the *Chicago Daily News* omits all advertising, except death and legal notices, church bulletins and amusement announcements from Thursday, December 23, to Monday, January 3. Editorial features and news sections are not being changed in this period.

In a letter to some 200 newspapers on this list, G. Allen Reeder, advertising manager of Carstairs Bros. Distilling Co. gave four reasons why "Carstairs copy should be among the last to be deleted when the newspaper finds itself short of paper." These are that Carstairs has consistently used newspapers as the basis of its cam-

paigns; has already reduced its larger ads from 1,200 to 300 lines; devotes three-fourths of its space to war-message themes, and not only releases monthly schedules 45 days in advance, but gives newspapers two days' leeway on either side of scheduled insertion dates.

Advertising lineage in daily papers of 52 major cities in November, Media Records, Inc., reports, was 7.2% more than in November, 1942. Automotive moved ahead 40.6%; classified gained 17.9%; general or national, 12.2%; and retail 1.2%. Financial lineage, however, declined 12%. For 11 months of 1943 these newspapers had a total lineage increase of 13.2%, with all major groups ahead of the same period of 1942: Classified 31.4%; general 27.5%; automotive 21.3%; retail 2.9, and financial 1.6%.

The House Ways and Means Committee has killed the Bankhead bill and two similar measures for payment by the Treasury for War Bond advertising in small-town newspapers.

In a study of the Hamilton, Mo., *Advocate* by Research Co. of America, American Press Association stresses the "unusually high readership of country newspapers." A General Motors ad was read by an average of 58% of men and women and a General Electric ad by an average of 36%. . . . Meanwhile, Advertising Research Foundation, reporting on a study of the Roanoke, Va., *World-News*, finds that a Lucky Strike ad hit a new record—60%—for men's readership of tobacco ads in newspapers study. This insertion was read by 64% of women. A two-column ad for Station WDBJ by CBS was read by 36% of men and 52% of women.

Because of the paper shortage, New York metropolitan dailies will not publish annual business issues this month. . . . Pittsburgh *Post-Gazette* limits ads to 1,000 lines. . . . Charlotte *Observer* published a special edition last month on the 40th anniversary of the Wright Brothers' first flight at Kitty Hawk, N. C. . . . Representatives of WPB and of Chicago and Illinois newspapers recently witnessed, and approved the results, of test runs in the Chicago *Tribune* pressroom of newsprint made in part from waste newspapers.

A. Liddon Graham joins American Press Association, New York, as director of publishers' relations.

Pittsburgh *Post-Gazette* sponsors a Sunday afternoon series on WWSW there, called "War Workers Victory Varieties." War workers are invited to apply for auditions. A total of \$175 in War Bonds and Stamps are awarded winning contestants on each program.

Parade announces that L. P. Moyer, advertising manager of General Electric's lamp department, Cleveland, is winner of first prize, \$100 in War Bonds, in a contest among advertising executives to rate in correct order of readership three stories from each of five issues.

A.B.C. Adds Members

Six advertisers, one agency, three daily and seven weekly newspapers, a magazine and a business paper are announced as new members of Audit Bureau of Circulations. The advertisers are A. C. Spark Plug Division of General Motors, Dunlop Tire & Rubber Corp., J. A. Folger & Co., John Morrell & Co., Murine Co., and Owens-

Illinois Glass Co. Other new members include Henri, Hurst & McDonald, Chicago agency, and the Canadian edition of *Time*.

Peck Research Service

James O. Peck has formed James O. Peck Co., research organization, at 12 East 41st Street, New York. Mr. Peck has been with McGraw-Hill Publishing Co. for 21 years, more recently as promotion and research manager.

Sales and promotion executive seeks immediate change. . . . Exceptional sales record, based on both industrial and consumer distribution experience in several fields—chemicals, electronics, food specialties in particular. Have traveled widely, speak several languages, hold degrees in both mechanical and industrial engineering. Draft exempt, 38. Entire record one of hard work, progressive ideas and ability to work in harness and direct others. U.S.A. or export. Box 1056, Sales Management, 386 Fourth Ave., New York 16, N. Y.

OPPORTUNITY FOR SALES EXECUTIVE

● A nationally-known manufacturer located in New York State, whose product is a semi-luxury item costing from \$2,000 to \$12,000 wants a sales promotion manager now to plan for post-war business.

He should have a background of successful selling experience through a dealer organization and know how to plan and direct sales and advertising campaigns. He will start with a good salary (about \$5,000) and his post-war earnings will be limited only by his ability to produce.

If you have these qualifications and are interested in a secure and profitable future with a reputable manufacturer of 35 years standing, write Box 1060, THIS PAPER.

MILLIONS NOW SPENDING BILLIONS

And wise advertisers are reaping fortune from this convenient market. Perhaps you've been overlooking the 7-billions spent yearly by American Negroes. Then you'll be surprised how easy it is to cover these spending millions at a cost so low it's a shock. Drop a line to Interstate United Newspapers, Inc., 545 Fifth Avenue, New York 17, New York and we'll send you some startling, profit-revealing facts about this growing field. Write now.



"Hasten the Return of Peace Buy More War Bonds Now."

SIGNS OF LONG LIFE by ARTKRAFT SIGN CO., LIMA, OHIO

Now Is the Time to BUY BONDS

Comment

BY RAY BILL

RECONVERSION PRESENTS 1944 PROBLEMS. Recent off-record conferences in Washington between governmental administrative officials and business editors indicates that the reconversion of industry from a wartime to a peacetime basis involves problems for which no easy, wholly equitable, entirely sound solutions exist. Indeed, it will not be possible to look for perfection in their solution.

First of all, we must get the premises clear: (1) The war has not yet been won. (2) Nevertheless the necessity for reconversion of industry is already with us to some extent. (3) The volume of needed reconversion will increase in 1944 even if the war continues on into the following year.

Second, we should understand why and how this could be so. Among the governing reasons are these: As we become increasingly successful in certain phases of the war, the quantitative need for certain types of products greatly decreases. As the technique of war itself progresses, certain types of war products become obsolete. Whereas originally we had to build substantial reserve inventories as well as to maintain a flow equal to the actual rate of war consumption, now in many cases we need only to do the latter.

Then, too, these things have happened: Although new plants were needed to step up production of certain materials and items, we now have almost enough, if not all, of such plants. Armed service requirements under all headings could not be estimated with absolute accuracy; in some cases the estimates ran too high. Government's, and even industry's own estimates of how much industry could turn out (and in what space of time), could not be foretold with complete accuracy; in fact, industry has exceeded expectations by a goodly margin in many fields.

And how does this all add up? Principally to this major premise: *Nothing can be permitted to interfere with or delay vigorous prosecution of the war.* That comes first at all times and in all ways for, as Lieut. General William S. Knudsen so colorfully puts it, we must not sell the skin before we kill the bear. *Yet despite faithful maintenance of complete priority and right-of-way for all that makes for winning the war, we still have some room for and some need of reconversion.*

It will be extremely difficult to fulfill this dual need of the times in a manner which is fair all around and also with safety to the wartime morale of those in the armed services, those engaged in private business and those who constitute the general public, much as the latter may be interested in the early return of greater and greater quantities of consumer goods at lower and lower prices. Moreover, the existence of cash spending power, which greatly exceeds available goods, makes the problem more difficult.

Suppose you had the problem of handling reconversion placed on your desk. Ask yourself, how you would proceed in the light of such important, frequently shifting factors as these:

1. Acute shortages of factory manpower in certain areas where war products still in most critical demand are being made.
2. Unemployment in certain other areas where cancellation and cutting back of government orders has occurred and is occurring, because of over-production or obsolescence of certain items.
3. Continuing need of the armed service to put more men and women into uniforms.
4. Securing jobs for an increasing number of men released from the armed services.
5. Allotting surplus materials, such as steel, copper or aluminum, to the most important civilian fields.
6. Breaking down allotments to lines which can get all of the *other* things needed to make a given product, many of which may still be badly needed for war purposes.
7. Deciding what part of any added civilian production shall go for the making of mass-priced products and what, if any, part for better grade products and so-called luxury priced goods.
8. Deciding how to distribute production between big, medium and small manufacturers.
9. Deciding how to allot goods made for particular types of distribution, such as (a) mail order, (b) chains, (c) major-size department stores, (d) cooperatives and (e) independent wholesalers and retailers.
10. Trying to minimize distress arising when certain companies fail to get either government orders or civilian opportunities to replace government orders which are not renewed, cancelled or cut back in substantial degree.

Under such circumstances, is it humanly possible to be fair all around and sound in all respects? We think not. But there is, of course, every good reason for striving at the best solutions it is humanly and practically possible to attain. To this end, Donald Nelson and his associates in WPB are seeking the counsel and advice of business and economic leaders.

GOVERNMENT officials concerned with this reconversion problem are themselves largely men who left the ranks of industry to serve their country in time of war. They are entitled to and should be given the best thinking and help of those of us who still remain in civilian service.

Even if here and there a business man or his concern gets the worst of things, we shall have to look upon such unfortunates in a light comparable with the tragedy of one man who loses his son in action, while another man's son comes through unscathed.

So much for the picture on reconversion as it currently appears. However, despite all the difficulties and special angles involved, it still seems essential that every enterprising sales executive keep very much on the job in regard to what happens to his own company. He can do this through leaders of his field, through his trade associations, through his contacts with government officials and through all other reasonable channels.